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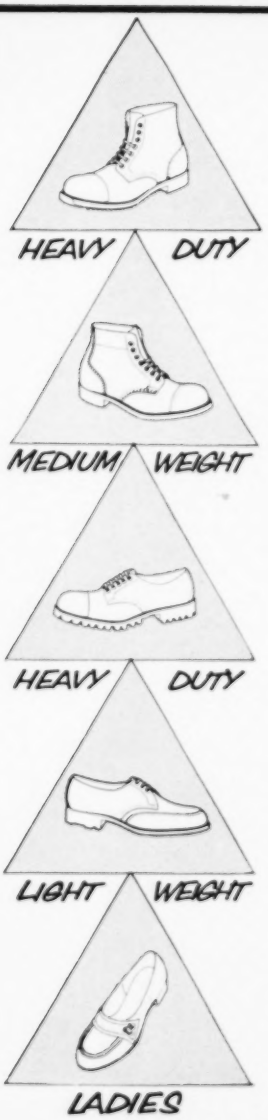

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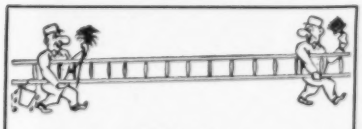

MARCH

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WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

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CLASSIFIED GUIDE TO SERVICES & EQUIPMENT

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MANAGEMENT DIARY FOR APRIL

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

2 **Leeds.** Industry and the technical colleges

25 **Manchester.** BACIE faces the future: talk by Mr. P. J. C. Perry

27 **London.** Spring conference: the report of the Central Advisory Council for Education

28 **Birmingham.** BACIE faces the future.

BURTON MANOR (Wirral, Cheshire)

3-8 Nature of management: a development course for junior managers

22-24 Life begins at sixty-five: preparing those people about to retire from work for what may well be the best years of their lives.

COLLEGE OF PRODUCTION TECHNOLOGY (Ashford, Kent)

4-8 Office organization and methods: for office supervisors

25-29 Method study: explanation of the benefits to be derived, and instruction for middle and junior management in the application of the techniques.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences at Robert Hyde House

5-6 Personal secretaries: refresher course for those about to be promoted to secretarial positions and for those already in such positions

12-13 Group leading

25-29 Sandwich course for trainers: concerned with the basic problems of communication, visual aids, case-study, rôle-playing, discussion group leading, programme planning, etc.

Residential conferences

1-4 **Scarborough.** House magazine editors.

One-day meetings in London

7 Catering

12 Operator training

26 Recruitment and training of senior staff

28 'New thinking' luncheon.

Meeting outside London

5 **Leicester.** Advisory meeting.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses

1-3 **Buxton.** Human relations: special consideration given to the problems in human relationships which every foreman must be able to solve

1-3 **Leamington Spa.** Incentives, merit-rating and job evaluation: detailed examination of the various methods of evaluating and rewarding employees

1-3 **Bournemouth.** Organizing for production: rôle of the foreman in managing men, materials and resources on the shop-floor, demonstrated by case-studies

8-10 **Buxton.** Practice of supervisory management: syndicate exercise to give an opportunity of thinking about the basic skills needed to get new ideas launched in a manufacturing company

22-24 **Droitwich.** The foreman and cost reduction: leads to an understanding of how shop expenditures are classified and controlled

22-24 **Scarborough.** Work study: introduction to the techniques of motion study, time study and job evaluation, illustrated by cine films and exercises in job analysis and effort-rating.

INSTITUTE OF PERSONNEL MANAGEMENT

Branch meetings

5 **North London.** Annual General Meeting, followed by a showing of the film **Stephen Banner—Supervisor.** 7.30 p.m. Ministry of Labour Offices, Palmers Green, N.13

27 **Newcastle and District.** Personnel work in Hospitals: talk by Miss J. Cameron, personnel officer, Royal Infirmary of Edinburgh. 7 p.m. Royal Station Hotel.

INSTITUTE OF WELFARE OFFICERS

27 **London.** People and Work: report by delegates who attended this year's British National Conference on Social Work. 7 p.m. Caxton Hall, Westminster.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

4-8 Introductory course: discussion on the rationale of systematic assessment and selection procedures. This course is also a qualifying one, successful completion of which permits students to attend any of the other courses organized by the Institute

25-May 6 Interviewing: although particular attention is paid to the selection interview at different levels of employment, the course also deals with interviews for other purposes, such as those in connection with promotion, those at which grievances are dealt with, and exit interviews.

OTMA MANAGEMENT TRAINING CONSULTANTS

London meetings

4-6 Technical report writing: discussion of the various problems of language, design, presentation, followed by practical exercises

7-8 Successful speaking: working group for managers who wish to attain competence as speakers in a short time

11-13 Negotiation: how to run meetings, present complicated information, explain cases to meetings, etc. The course includes some practical work

21-22 Sales-letter writing: producing correspondence that gets the right answers—letters that have good public relations value

25-29 Management communications: how to present complicated information to committees and to meetings

27-29 Running a meeting

Meeting outside London

11-13 **Bristol.** Letter and report writing: to cover aims, language and design.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

3-8 Executive development: discussions of executive duties and responsibilities, communication, handling people and decision-making. Mainly suitable for senior managers, it could provide the younger manager with a guide to those matters which deserve his attention and practice

24-29 Works management: review of the latest techniques of production management.

UNIVERSITY OF BIRMINGHAM (Institute for Engineering Production)

4-15 Operational research.

URCHFONT MANOR (Devizes, Wilts)

14-20 The Challenge of Machines: discussion will centre round the changes in society and the impact on the individual which will result from their widespread use.

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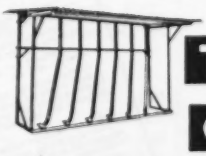

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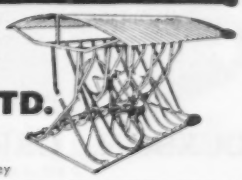

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In addition to extensive experience in all aspects of personnel work in the chemical or engineering industries, applicants should be able to give talks on labour policy and practice and have experience in the supervision and training of labour department personnel. They should also possess a university degree, or equivalent, in Economics or one of the Social Sciences.

Salary between £1,390 and £1,660 per annum, according to qualifications and experience.

Staff Housing Scheme. Contributory Superannuation.

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E·A·L

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The Personnel Manager will administer 2,000 employees, half of whom work in the company's 80 shops.

The requirements are—good education, successful record in personnel management and exceptionally sound selection judgement. Skill in handling dispersed staffs advantageous. Age range 35-45. Salary £2,200.

Write briefly in strictest confidence,

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We require a Female Personnel Officer for our Head Office in Paisley to be responsible for the selection, training and welfare of a female staff of approximately 100. The successful applicant must have had previous experience in a similar capacity and be able to carry out the various duties on her own initiative. Applications giving details of age, qualifications, experience and present salary, to the Personnel Manager, at our Head Office.

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Female, preferably under 35. Experience in catering for 601-880 meals per day desirable. Salary £557 x £17 (3) x £18 (1) to £626 per annum. Apply naming two referees, to the House Governor, Moorfields Eye Hospital, City Road, E.C.1.

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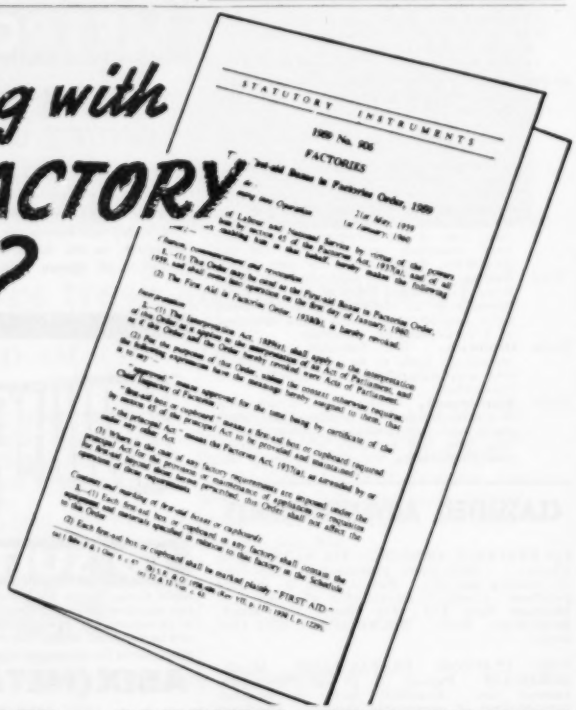
STATUTORY INSTRUMENTS

1960 No. 905

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News and Comment

THE PRIVATE MEMBER'S BILL aimed to introduce legislation for ensuring satisfactory health, welfare and safety facilities in offices seems certain to have a safe passage through its final reading. Outside the House, the two sides of industry appear unable to see the same picture of office conditions. On the one hand, the Institute of Directors, through its own journal — *The Director* — has expressed the conviction that the impressive amount of new buildings will render any legislation unnecessary. The Trade Union Congress appears less convinced that this is the trend, and it is understood that a conference representing 40 unions has already passed a resolution welcoming the Bill.

ARE THREATS TO JOB SECURITY the best way of assuring employee co-operation? A correspondent, writing to *Safe Times*, is obviously of the opinion that they are, for he writes: "We ourselves are very much aware of fire risk and we do feel that a poster bearing the following caption would be very effective — WHERE WILL YOU WORK IF THIS FACTORY BURNS? ".

THE COUNTESS ALBEMARLE will be among the speakers at next month's 4th British National Conference on Social Work. Six hundred representatives from industry, commerce and trade unions will be in her audience to hear papers on the relations of people to the industrial communities in which they live.

Youth is only one of the subjects to be covered by this conference. Others include finding work for prisoners and ex-prisoners; the employment and social life of coloured workers; the impact of shift work, and the employment of mothers. Chairman of the conference which lasts from April 10 to 13 will be Mr. John Marsh, director of the Industrial Welfare Society.

EXECUTIVE DEVELOPMENT is not a subject for "pat answers or ready-made solutions," says Dr. J. Vernon, general manager of the Sugar Refining Company and vice-president of the Sydney Division of the Australian Institute of Management. Speaking at a seminar, he submitted the view that it is the persuasive type of leadership, as distinct from the autocratic, which creates the atmosphere in which men can develop. Because of the development of highly expert and specialized methods, he suggested, we should be alerted to the dangers that this creates in executive development.

ERGONOMICS is receiving deserved attention at the opening conferences of 1960. From March 28-31, the University of Cambridge will accommodate delegates to the

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LLEWELLIN'S WATCHMEN'S CLOCKS

ensure that your premises are patrolled regularly and completely and prove that your security instructions are carried out properly.

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provide a clear, indelibly printed record of the time of your watchman's visits to strategic parts of your premises. The watchman *must* visit each keybox in order to actuate the clock's mechanism.

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give printed proof of security.
Reliability guaranteed. Tamper proof. Number of stations unlimited. Regular Servicing.
Price: Clock, complete with leather pouch and sling **£34.** Stations each **17/6.**

Full details from
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clear safety!

This safety vizor, made of 'Celastoid', was smothered with flying molten metal at 1400°C. No metal penetrated.

Your men on dangerous work must be protected. And you are responsible—every realistic consideration makes you so: the Law, your own best interests, your normal conscience. Plan for safety—with safety vizors, goggles, machine guards made of 'Celastoid'.
'Celastoid' acetate sheet is extremely tough—at the same time brilliantly clear. It will not shatter, crack or splinter. It gives a real and substantial measure of safety—and perfect vision. 'Celastoid' is basic equipment for the morale and efficiency of your workers, an essential first step in your safety planning.

protects the man

preserves the skill

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ACETATE SHEET

Can the 'Celanese' Technical Advisory Service help you with safety problems?
Write for further details to:—

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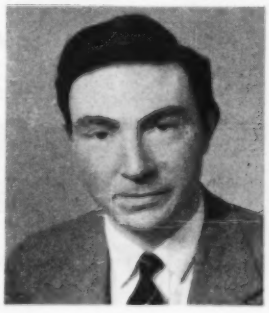
SPP-9

News and Comment CONTINUED

Annual Conference of the Ergonomics Research Society. Of special interest will be the symposium on the factors in prolonged work, particularly during inspection. Apart from two sessions devoted to ergonomics in the Armed Forces, delegates will be addressed by experts from the Netherlands who are to discuss the methods they employ for fitting the job to the worker.

This will also be the subject of one of the conferences to be held from April 25-29 in conjunction with the Productivity Exhibition at London's Olympia. Under the chairmanship of Mr. Lewis T. Wright, secretary of the Amalgamated Weavers' Association, the speakers at the ergonomic session will include Dr. F. J. Bonjer, head of the Department of Occupational Medicine, Netherlands Institute for Preventive Medicine, Leyden, Holland; and Dr. B. Shackel, research psychologist with EMI.



NEW HEAD of the Industrial Training Council's advisory service is a former IPM council member, Mr. J. P. de C. Meade. Training has figured largely in his industrial career ever since 1947 when he joined the former Anglo-Iranian Oil Company Ltd., first as a personnel officer and later he became a training officer. After working on training development with Philips Electrical Industries Ltd., Mr. Meade was appointed group-trading adviser to the Company.

MR. H. MENDELSON, M.P.S., personnel manager at the Wellcome Chemical Works, Dartford, since 1950, has taken up a new appointment as Company Personnel Manager of The Wellcome Foundation Ltd. He joined the Company in 1945 as training and education officer, and is a member of the Institute of Personnel Management. Mr. Mendelson also acts as an examiner for the training and education committee of the British Institute of Management.

SINCE ILLNESS AND ACCIDENTS are among the worries of the whole world, the International Labour Office's scheme for disseminating information to safety officers, managers, trade unions, industrial medical officers,

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

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All Supercraft garments are made from laboratory tested materials for long life. We should be glad to quote you for equipping your entire organisation the Supercraft way.

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News and Comment CONTINUED

etc. is a logical development. An amazingly low sum—£14 5s.—will be the annual cost to firms who enter this scheme. Information is to be collected and distributed by means of index cards, and will include references to reports and specialized publications of all descriptions from many countries. Systematic coverage is also to be given to laws and regulations, standards, codes and specifications. The responsible agency in this country will be the Royal Society for the Prevention of Accidents, who will be circulating details from the participant nations, particularly, France, Germany, Italy, Austria, Denmark, Sweden, Poland and Switzerland.

MR. H. P. BARKER, chairman and managing director of Parkinson Cowan Ltd., has been elected Chairman Designate of the British Institute of Management. Since 1951, he has been a part-time member of the British Transport Commission. A founder member of the BIM, Mr. Barker will take up this new post, currently occupied by Lord Verulam, at the Institute's Annual General Meeting, in October.

MR. A. E. SIMPSON, formerly personnel administration manager with The Bowater Organization, has been appointed training officer to The Bowater Paper Corporation Ltd. A Canadian, he joined the organization as a personnel officer in 1953. Prior to that, he was assistant personnel manager to the chain-store division of Littlewood's Mail Order Stores Ltd.

THE POST of personnel manager was recently abolished in the personnel department of Shell Trinidad Ltd. This startling event was occasioned by the creation of an entirely new post—industrial relations manager—to which Mr. Waldo E. Nunez, the retiring Commissioner of Labour, has been appointed. The débris of the personnel function which is not reconstructed by Mr. Nunez, will be absorbed by the existing staff-relations department.

IT WAS ENCOURAGING to notice that personnel management has not been overlooked by the BBC in its current series of careers programmes on Network Three. Despite the excellent coverage given to the function as it is practised in retail distribution and factories, it was disturbing to hear that the activities of personnel managers must still be classed as advisory with little hint at executive authority.

2 GOGGLES

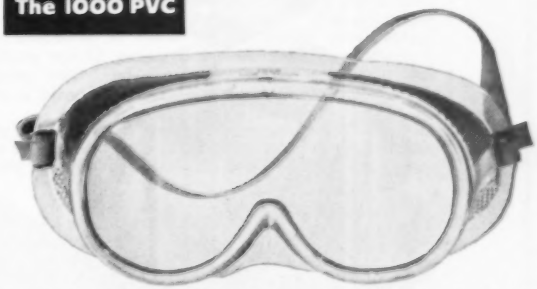
WITH THOUSANDS OF HOURS OF COMFORTABLE SAFETY...

Once again Northide take the lead in Industrial Safety Goggles in offering two splendid types—the "940" PVC and the "1000" PVC. Their special qualities are described below:

The 940 PVC

WIDE DIMENSIONS	DOUBLE VENTILATION
Spacious and deep, easily accommodating ordinary spectacles. Contour fitting eye-cups shaped to fit comfortably into the orbal cavity.	(1) By diamond shaped holes on the sideshields. (2) By eight ventilation holes around the lenses. With this kind of ventilation there is no possibility of the lenses becoming misted.
SPEEDY ADJUSTING Can be adapted to various facial widths by means of adjustable nose-bridge and elastic headband. **PLIABLE FRAMES** TRANSPARENT REF. 940 IS BLACK REF. 940 NS	**EASY REPLACEMENT OF LENSES** The screwcap retaining rings allow the fitting of two lenses if required, and for both ELECTRIC ARC and GAS WELDING, a range of filters conforming to B.S. 679 can be supplied.

The 1000 PVC



Very light—only 2¼ ozs and gives panoramic vision. The pliable frame gives absolute comfort and is perfectly ventilated. Can be worn over ordinary spectacles. No metal parts and resistant to chemicals. Non-flammable, transparent, pliable frame with replaceable clear eyepiece.

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WE, today, can proudly claim to be the most comprehensive industrial medical supplies service in this country. We carry such large and varied stocks—from safety pins and bandages to everything required for a complete clinic—that no matter what you want or when you want it, we can supply.

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PERSONNEL MANAGEMENT IN PRACTICE

MANY disciplines seem tedious to those who have never tried them; and obeying the safety commandments all the year round may seem an unexciting aspect of factory life. How pleasant then to be able to celebrate safety, if only for an evening, as they have done at **Midland Silicones Ltd.,** at **Barry.**

With a record of twelve months free of accidents, fifty employees of this firm were guests of management recently at the Barry Hotel where a dinner was held—under the works safety incentive scheme, which is in its third year. In addition to the employees who earned this reward, others who were invited to this gathering were Dr. Monroe, factory medical officer, Mr. T. W. Watson, production manager, Mr. F. A. Lowe, office manager, and **Mr. G. Mathews,** safety officer. It is better than going to funerals anyway.

★

THE second Friday in February was the closing date for a poster competition for employees of **N. Corah (St. Margaret) Ltd.,** clothing manufacturers with factory units at **Leicester, Scunthorpe, Rochdale, Oakham, Brigg** and **Aberbargoed.** To be judged more on the ideas behind them than on artistic ability, the posters will be used to advertise the firm's suggestions scheme.

Since May, 1954, when the scheme first started, 304 suggestions have been received and £864 has been paid in awards—the highest award being £50. The majority of the suggestions that have been adopted were submitted by mechanically-minded members of the Company. To stimulate interest in other fields, the scheme's Committee intends to run a series of campaigns. Each campaign will cover a different aspect or problem of the industry—'Working Conditions', 'Safety', 'Designs' and so on. First prize will be £10; second prize £5. One result of the competition is sure to be increased awareness of the existence of the five-and-a-half-year-old scheme.

★

ALTHOUGH he retired officially eight years ago, **Mr. Frank Blanchflower** still 'goes to work' on average twice a week—in his capacity as works guide at the glassworks of **James Powell & Sons (Whitefriars) Ltd.,** at **Wealdstone,** Middlesex.

This 86-year-old retired glass-worker escorts groups of visitors from all over the world through the production departments, explaining in simple terms the intricacies of manufacture of both stained glass and glass tableware. He joined the firm in 1891 when he was eighteen, spending 30 years in the glass-mixing plant, and, in the words of **Mr. W. J. Wilson,** managing director of Whitefriars, "What Frank doesn't know about glass isn't worth knowing". And Frank's view? "I just can't keep away from it".

★

WHEN an apprentice was caught swastika-daubing at work, his employer, **Mr. Norman Brown** of **N. C. Brown Ltd., Heywood, Lancs,** reacted in a remarkable way: his treatment of **Peter Morrison,** the 19-year-old apprentice, is a model of reasonable and charitable behaviour which suggests innumerable possibilities of liberal education.

Mr. Brown gave the young man a week off with pay to learn about the Nazis. When he returned to work, he was questioned on his week's reading of recent history, and his employer felt that he had learned enough to get

Hiremen and Firemen

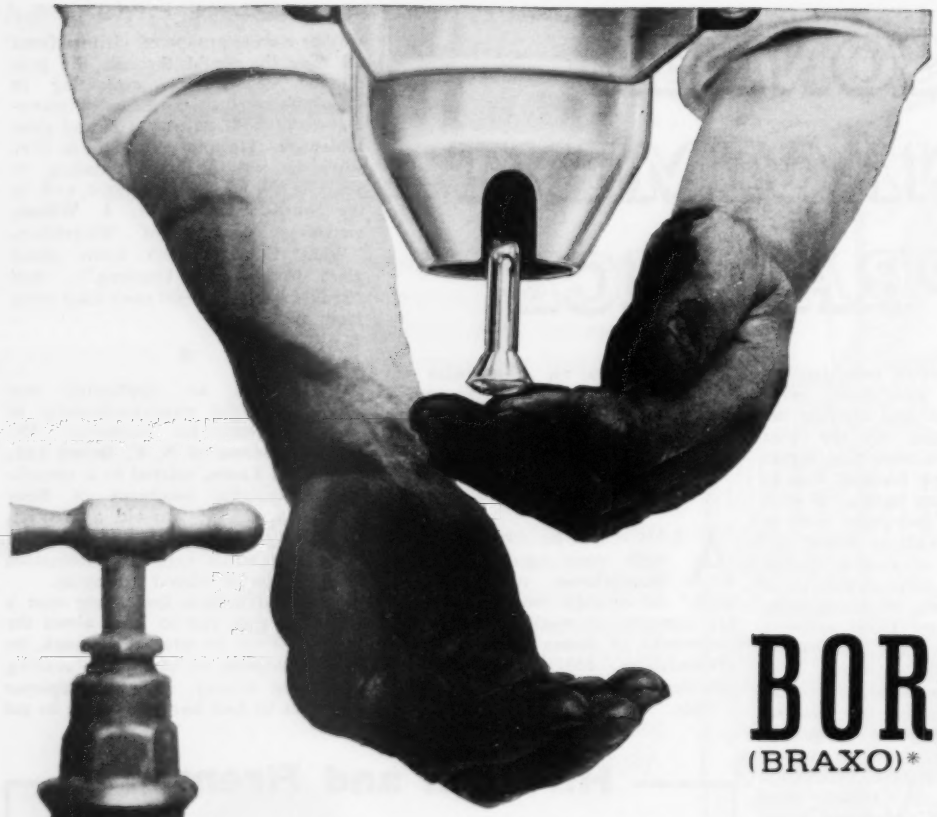
"Personnel managers are like card-playing firemen—sitting around waiting for things to happen. It's time they take the wheel and start acting like managers!"

This blunt indictment comes from J. D. Staley, personnel division manager of the American Management Association, speaking at New York's Hotel Manhattan recently. How would personnel and factory managers in this country react to such a challenging description—even from a course leader?

Specialists in 'human' and industrial relations, in their efforts to establish the personnel function in Britain have not been slow to criticize and offer their own exclusive labels.

The personnel expert has been called: the man with the happy knack, social secretary, odd-job man, professional smiler, industrial padre, labour clerk, counsellor, mediator, peace-maker, 'superannuated' production manager, hire-and-fire man, probation officer—and countless other titles have been suggested, mostly by people with a passion for theory and generalization.

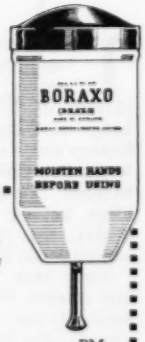
To find out how personnel managers operate in this country, *Personnel Management and Methods* is launching a new, exploratory fact-finding series: the first feature appears on page 25 of this issue.



BORAXO
(BRAXO)*

CLEANS DIRTY HANDS

CHEAPLY
SAFELY
AND WELL



WHENEVER hands become really dirty, they need the fast and efficient action of Boraxo. It tackles ingrained dirt, grease and oil yet does not harm the skin. The special steel Boraxo dispenser stands up to years of robust wear, and ensures economy in use.

Give Boraxo a free trial in *your* works

Complete this coupon and attach it to your letter heading for a free sample and full information.

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TGA BO 160

PERSONNEL MANAGEMENT IN PRACTICE

his job back. The apprentice confessed that he had not known that the human race was capable of such atrocities.

His employer commented: "I was very impressed by the answers he gave to my 20 questions. I am sure he has learned his lesson that thoughtlessness is a sin in matters like these. I think we have appealed to the good in Peter which was a far better thing to do than to sack him".

★

HARDSHIP caused by the sudden death of 'the working member of the family' has persuaded the **British Automatic Company** to devise a new benefit scheme for the dependants of employees. The scheme was put into operation at the beginning of the year, and will apply to B.A.C. employees under 65 years old who earn not less than £7 a week and who have been with the firm for not less than a year.

Dependants who qualify are to receive a year's salary or £1,000. This benefit does not apply to employees covered by a pension or assurance scheme run by B.A.C., unless the sum they would be paid in such schemes were less than the death benefit. If so, the Company would pay the difference. All the companies in the **Lockhart Group,** to which B.A.C. belongs, will operate this benefit scheme.

★

INTEREST in sports and social clubs may be declining in many firms but, in some communities, these facilities are still popular. An attractive works clubhouse has just been completed at a cost of over £15,000 in the East Riding of Yorkshire: the club is the property of the Blackburn Welfare Society—the welfare organizations of **Blackburn Aircraft Ltd.,** (and associated companies) at **Brough** near Hull.

This Society opened their first club in a cellar in 1929 and 15 years ago they transferred to temporary buildings on the sports ground near the factory. Expansion of the factory itself and increases in staff caused overcrowding of the old premises. Therefore the Society's management committee decided to erect a new building, the cost being covered by Welfare Society funds with the help of a substantial contribution from the company as part of this year's celebrations of the 50th anniversary of Mr. Robert Blackburn's first flight.

The main feature of the new clubhouse is a lounge/concert hall (with a stage and two dressing cubicles), a games annexe, a bar and catering facilities. There is a wide entrance hall with cloakrooms and a billiards room with two tables. All the principal rooms have under-floor electric heating and the club can comfortably accommodate 200 of its 500 members at any one time: it is a credit to the active welfare organization in this firm as much as to the progressive employers.

★

MORE employees are playing 'The Safety Game' these days. This game is an industrial version of 'snakes and ladders', and it seems that it will soon be widely known. Reprinted from *Papyrus*, the house magazine of the **Reed Paper Group,** the game now appears in the magazine of **International Computers and Tabulators Ltd.**

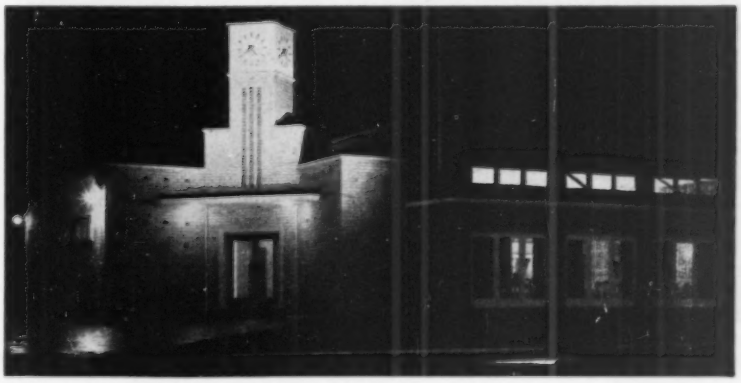
There are 100 steps on the ladder in the 'Safety Game' and these penalties are typical examples: 'trying to clean moving machinery — go back to start'; 'goggles not used — go back to 70'; 'standing under a suspended load — go back to 37'. Players are allowed to climb five steps for good housekeeping, six steps for lifting correctly and so on. It can be played by any number of people with dice and coloured counters. No doubt we shall be seeing the centre pages of many house journals colourfully filled with 'The Safety Game'.

★

UNREST in the printing industry has been publicized in great detail during recent years, so that it is particularly refreshing to comment on an employer who has extended welfare provisions without the direct pressure of organized labour. **Daniel Greenaway & Sons Ltd.,** printers in the **City of London,** who celebrated their centenary last year, introduced a sick-benefit scheme and long-service awards on February 1.

Remarkable features of the sickness-benefit scheme are that it is paid entirely by the Company: it is not an insurance scheme, and there are no upper age-limits. It is the first official scheme for non-staff people (staff have always received their normal wages during illness), and it covers 350 employees—250 at **Hackney** and the remainder at their **Stroud** factory. After a qualifying period of six months' service, all non-staff employees are automatically covered by the scheme—apprentices being considered as staff for this purpose. The maximum weekly payment is 10 guineas for someone who, in health, would be earning £20 a week. In calculating the sick pay, dependants are considered and, in each case, a man will receive his basic wage minus his National Health benefit.

For several years, the firm had such a scheme in mind because they believe that a man's attitude to



It is worth floodlighting such a smart works clubhouse. From the bar, with its contemporary furniture and décor, Blackburn Aircraft members have a view of the bowling greens and cricket pitch

DH107

Help to prevent the spread of Polio

You know that doctors are inoculating children to make them immune from Poliomyelitis and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio, should not be ignored.

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies. As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent.*

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

Send for Publication No. 98 which gives detailed instructions for use.

* "Topical Aspects of Poliomyelitis" "Journal of the Royal Society of Health" Dec. 1956

Issued in the interests of Public Health by **DOMESTOS LIMITED**

Consultants in Hygiene

NEWCASTLE UPON TYNE, 6.

PERSONNEL MANAGEMENT IN PRACTICE

his work deteriorates without such security. Men and women are eligible and if a person is away for more than four weeks, their overseer calls upon them to discuss their incapacity (this has always been their method as there is no personnel or welfare department), so that if the payment is to be revised, it will be done with justice.

The over-65's are valuable teachers who have a stablizing influence on the young—is the belief of this printing firm. Mr. Thomas Laplain, a full-time compositor with 62 years' service accepts his long service award from Sir Derek Greenaway. Mr. Laplain has not been off sick since 1947.

Sir Derek Greenaway, joint managing director, announced the scheme at the social club's annual dinner in January when the Company's first long-service awards were made: a gold watch or an electric clock (inscribed) for 10 years, £35 for 25 years and £75 for 40 years' service. Contrary to common practice, the 'time-machine' is given to those who are least likely to be near retirement: this seems most commendable, as anyone who has witnessed long-service presentations must have reflected on the strange practice of awarding clocks to those who are growing short of time.

ISOLATED from the rest of the firm, the girls who operate the telephone switchboard can often feel that they are providing a service which most of the staff use but few appreciate. A noteworthy means of helping these girls to indulge in some (desirable) community feeling is to publish a photograph showing them at work—as they have done in the house journal of the telephone, radio and television works of **The General Electric Company Ltd.,** at **Coventry.**

It is good to remind employees of these 'frontier-ladies' who are so rarely seen and, in the editor's words, "speed our messages with a smile and curb our impatience with gentle words". Not a bad eulogy and well directed!

★

NINETY-EIGHT per cent of eligible employees (aged 25-55) of **H. Leverton and Co. Ltd.,** tractor and agricultural engineers, of Spalding, have elected to contribute to an attractive 'group-life' insurance scheme put forward by a well-known insurance company. A high proportion of these people carried virtually no life cover prior to this and, to make the scheme attractive, the insurance company was asked to name a capital sum which could be covered for the very nominal payment of sixpence a week. This was fixed at £300, and two death benefits paid out in the first year of operation convinced members that it was well worth while.

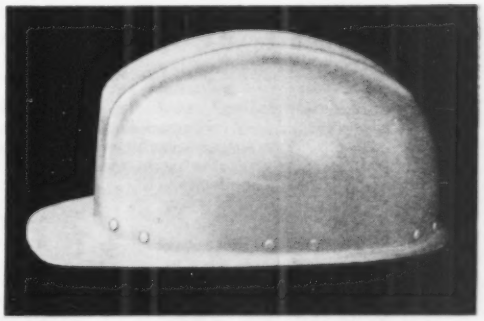
A questionnaire in advance of the first 'anniversary date' produced a return of 85 per cent of current members willing to 'double up' to a shilling a week for £600 life cover.

This month's cover

Great advances have been made in recent years in mechanical-handling methods: our picture shows a fork-lift machine doing the work of 10 men in the raw-materials store at the new Heinz factory at Kitt Green, Lancashire.

Personnel cannot be transferred with comparable facility but, by taking care, progressive employers can 'move house' without seriously disrupting production or upsetting their labour force. Such a successful move was achieved by Heinz when they opened their Kitt Green factory: the stages are described on pages 33-35.

For Strength Comfort Lightness



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CROMWELL

The fibre-glass shell has moulded-in supports for lamp brackets.

Cradle has fixed P.V.C. coated nylon webbing and fully adjustable headband.

FIBRE GLASS INDUSTRIAL SAFETY HELMET *caps them all*

The new improved F5/11 model illustrated is the result of intensive experiment and research. Lightweight yet capable of withstanding a 40 lb. drop impact test, it gives maximum protection against injury from falling objects for workers engaged in mining, quarrying, shipbuilding, structural engineering and similar occupations.

Industrial and Safety Officers and all concerned with the purchase of protective headwear are invited to write for full details to :

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IS YOUR STAFF ON YOUR SIDE?

Unrest, absenteeism, disruption of work and resultant low output—in spite of high wages—often make employers think staff 'couldn't care less'. Often the fault lies with Management—the need exists for a clearer appreciation, at all levels, of staff and management problems.

Six new Office Management films from the G.B. Film Library get down to it:—

How Much Co-operation?
A Manager asks for special co-operation and overtime from his staff. His apparent lack of understanding backfires some days later. The question: "What is co-operation?"
Cat. No. IF.7203. B/W 7 mins.

In the Middle
The Office Manager is caught between an upset staff and a critical boss when he arranges the transfer of a key worker. The question: "What is a man supposed to do?"
Cat. No. IF.7200. B/W 7 mins.

Promotion By-pass
When a younger employee is promoted over him, the older employee resigns despite a talk with the Personnel Manager. The question: "What went wrong?".
Cat. No. IF.7199. B/W 9 mins.

The Follow-through
A Manager fails to explain adequately the operation of a new office machine, and returns to find trouble! The question: "How did he get in a spot like this?"
Cat. No. IF.7201. B/W 8 mins.

The Grapevine
An erroneous report that two office workers are going to be replaced by new computing machines disrupts the entire organisation. The question: "How can you stop rumours?"
Cat. No. IF.7204. B/W 8 mins.

The Bright Young Newcomer
By failing to direct the initiative of a new staff member, the Manager receives an ultimatum from his senior clerk. The question: "Why were the new ideas resisted?"
Cat. No. IF.7202. B/W 7 mins.

These Office Management films show everyday problems and difficulties. Each poses a question in order to start a discussion which can lead to a better appreciation of human relationship problems and a smoother running organisation.

Hire fee £1 per day for each film. Purchase price £20.

★ If you do not yet own a projector . . . you may contact, through the G.B. Film Library, a service that will provide both projector and operator for shows in the U.K.

G.B. FILM LIBRARY

If you would like to know more about these and other Industrial Training Films, return this coupon to:

G. B. FILM LIBRARY *Proprietors:* Rank Precision Industries Ltd., **I, Aintree Road, Perivale, Greenford, Middlesex.** Perivale 7481.

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PM/3/60

Readers' Letters

Sir,

In the article you published in January on Vauxhall's selection methods, I noticed with some surprise that "there is a case of a firm employing only 400 workers which uses similar techniques". In my experience, such objective tests as the N.I.I.P. advocate are rarely used by companies with only a few hundred employees.

No doubt there are enthusiasts, infatuated with the latest techniques of personnel management who may enjoy experimenting; but I wonder if objective and psychological tests are more widely known and utilized. Indeed, I am not sure that scientific selection is either desirable or necessary in the smaller firms. Perhaps your readers could enlighten me.

JAMES A. BARTON.

'Iffley',
Abercorn Road,
Stanmore,
Middlesex.

Sir,

Your discussion pointers on the question of making decisions are stimulating. My own experience indicates that if a man is temperamentally incapable of making firm decisions, there is little that can be done to change him. But if the will is there, it might be simply a matter of increasing his confidence—in which case, the ability to make decisions can be developed by careful training and encouragement. Ideally, free decisions should be made at all levels of management, from the Chairman of the Board to the shop foreman—the nature of the decisions each person is free to take being dependent on the extent and degree of his responsibility.

Managers, of course, must take the first step by letting their subordinates see that they want to delegate responsibility and by allowing each man to make his own decisions within the framework of Company policy. Once having decided to leave a decision to a subordinate, a manager must allow him to make it freely, giving advice beforehand if necessary, but resisting the temptation to interfere and backing the decision, even though it may turn out to be not entirely satisfactory.

Those in positions of junior management must realize, in their turn, that the freedom of making their own decisions cannot be obtained automatically, but must be earned by inspiring confidence. They must first demonstrate to their superiors their loyalty and the soundness of their judgment. By showing determination and wisdom in small things, they will prove themselves capable of accepting the larger responsibilities and may then justifiably expect the freedom of action which they desire.

The first essential, however, is for managers to give clear and detailed guidance on policy to those below them; and they should do this continuously and as far in advance of events as possible—not waiting until a crisis has arisen before a decision is made. A good grasp of background knowledge, with time to think over possible courses of action, are the best guarantees for sound decisions. Joint consultation is a good way of providing this background, but there is no better way than continuous frank and friendly personal contact between a manager and his subordinates.

D. E. BUXTON.

Sabena House,
Piccadilly,
London, W.1.

Sir,

I was interested in the problem, mentioned in a recent issue, of the personnel officer, newly-appointed and anxious to introduce his own selection methods in his new Company. In my view, it is essential that he should resolve his problem quickly as he is sure to begin feeling frustrated.

The solution depends on the nature of his responsibilities. Has he been appointed on the same level as the other two people concerned, or is it intended that he should be senior to both and controller of their activities? It may be that whoever appointed him was at fault in not having defined clearly his responsibilities and in not preparing the way for the new man by explaining to existing staff how he would fit in.

If the personnel officer is of equal status to the others, then his position is rather unenviable and to bring in new ideas, he could only rely on the goodwill of the others and his personal powers of persuasion. With colleagues who are elderly and set in their ways, the chances of doing this seem to be very slight. On the other hand, if he is appointed as a superior, then he must take firm control as soon as possible and show that, in time, his policies will have to be followed.

Has he, by the way, taken the trouble to study the present man's methods? Although not labelled in the modern jargon, there might be a great deal both wise and effective in the old methods; and which might well be continued with suitable adaptation.

BERNARD GRANT.

'High Trees',
Kingswood Ave.,
Sanderstead,
Surrey.

OUR CRISIS?

Any reader who wishes to do battle with Mr. Jack Staley—whose challenging view of American personnel managers appears on page 11—is invited to write to us. A guinea is paid for each letter published.

Sir,

I have read with great interest Mr. Thompson's splendid article highlighting the many organizational deficiencies in our hospital system. This is a subject which is very near to my heart as I have a daughter (22 years of age) who has qualified as a nurse in one of the London teaching hospitals.

I agree entirely with all the 19 policy points Mr. Thompson makes, and would like to suggest two further items that might be included:

(1) Proper delegation of responsibility
(2) Determined limits of authority at all levels of supervision.

I consider that a senior person in any hospital (as in industry) must delegate certain responsibilities and the appropriate authority in order to avoid being cluttered up with relatively minor decisions that would be made better by someone lower down the supervisory scale and thereby leave themselves free to concentrate on the higher policy decisions appropriate to their senior position.

F. H. ASTON.

'Mahmoud',
Red Lion Lane,
Sarratt,
Herts.

HELP YOUR STAFF TO HELP THEMSELVES

Whether your firm maintains a full canteen service or not, the installation of Sankey Vendo automatic machines will add to the comfort and convenience of factory and office working conditions.

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Installation of any or all of these provides you with a service convenient both for management and staff; and the hot foods machine, soon to be available, will add full-scale hot meals to your automatic canteen.

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RIGHT SIDE OF THE LAW
by COUNSEL

New Act Extends Scope Of Factory Legislation

PRECAUTIONS against lifting heavy weights, likely to cause injury, must now be enforced in respect of all employees and not only young persons. Red is no longer a mandatory colour for marking fire exits. These examples of changes in factory legislation indicate that a careful scrutiny of the 1959 Act is essential.

The Act seeks to raise the standard of welfare and comfort. Thus, washing facilities in factories must now include a supply of running, clean hot (as well as cold or warm) water. However, the Minister of Labour has powers to exempt from this requirement.

There is an interesting provision to the effect that the Minister shall promote health, safety and welfare in factories, premises and in operations covered by the principal Factories Act. He must take an active rôle. He is called upon to do this by means of research into known problems and by providing information, by setting up laboratories and other services.

Wider powers

Safety legislation is also improved and extended—mainly in relation to fire precautions and containers of dangerous liquids. Factory managements must now reconsider floor conditions. The Act states that floors must be kept clear of obstructions and free of any slippery substance, as far as is reasonably possible. Under the principal Factories Act, the Minister already had the power to control or prohibit altogether the use of dangerous materials, appliances or processes in factories. But, under the 1959 Act, his powers have been extended and he is able to do so, whether or not there has been any actual use.

Section 26 of the principal Act requires employers to provide safe means of access to every place of work, but the new Act considerably extends that provision by adding that every place of work shall be made and kept safe for every person working there, as far as is reasonably possible. Clearly, this opens a very wide field; and it will be necessary to wait and see how the provision is interpreted by the courts. Precautions must also now be taken where a person is liable to fall six feet six inches, formerly it was ten feet.

Detailed provisions

The Act deals at some length with fire precautions and dangerous fumes. The supervision of fire exits and means of escape has quite sensibly been removed from district councils and will now be exercised by fire authorities. Henceforth, examinations will nominally be carried out by Fire Service officers, properly authorized in writing. The change does not affect any bye-laws or certificates made or issued before this Act, but there are certain provisions regarding the certification of fire escapes. If, on the application being made, alterations are required in the building, the authority must specify a time limit; and the certificate will be considered to have been refused, if not granted when the time has expired. The authority retains power to inspect a factory after it has been certified.

The Minister may make special regulations, including specification as to the construction or the materials to be used in the construction of a factory, to guard against fire risks. He also has wide regulation-making powers as regards fire precautions, and there must be effective means of giving warning of fires—capable of being operated without exposing anyone to undue risk, and they must be tested or examined every three months.

There are detailed provisions in the Act regarding dangerous fumes and lack of oxygen in confined spaces. Such a space may be certified as safe for entry for a specified period by a responsible person, but no one should be allowed to enter it unless he has been warned when the safe period will expire. There are strict limitations upon such certification. It must not be made unless the entry of dangerous fumes has been stopped, dangerous sludge or deposit has been removed, and the space has been adequately ventilated and tested. Any deposit or material giving off only insignificant quantities of fumes may be ignored.

Breathing and reviving apparatus must be kept in readiness and thoroughly examined at least once a month. Trained people must be available to operate such apparatus.

Heavy penalties

The first schedule to the Act refers to factories which are parts of buildings. The second schedule increases (in most cases it doubles) the penalties which may be imposed for breaches of the Factories Act. It will be recalled that certain duties are imposed by the principal Factories Act on the occupiers of such factories. This Act shifts the responsibility to the owner in certain cases relating to fire precautions.

Finally, the Act confers a useful power on the Minister for exempting employees over sixteen from many of the provisions relating to hours of employment. Before doing so, he must be satisfied that it would be in the public interest i.e., in order to maintain or, it should be noted, to increase the efficiency of industry or transport. The exemption may be granted upon application from a representative and responsible body, such as an employers' organization or a joint industrial council.

SCRUBBED 'CLEAN'?

The tables scrubbed today may look 'clean' . . . the bacteriologist and his microscope can measure cleanliness . . . *or danger*. Our chemists produce the most up-to-date products for ease of cleaning, combined with the highest standard of Hygiene.

Scientific cleanliness . .

DOMESTOS LTD., COLLEGE WORKS, ALBION ROW,

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STERGENE—*neutral non-ionic detergent.*

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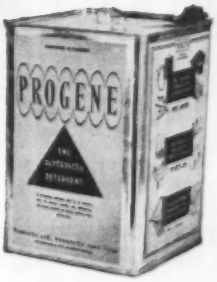
Four of Domestos Limited products, each with individual characteristics for specific uses. The detergents can be used in combination with Domestos to destroy bacteria and ensure the highest standards of hygiene.

Fully equipped Laboratories with many hundreds of test dossiers on file or from individual on-the-spot investigations can plan your cleaning methods to ensure maximum efficiency and safe hygiene standards with the utmost economy. This service is free through a team of technical representatives operating from more than 60 centres throughout Great Britain.



We will give your enquiry immediate individual attention when you write to our Head Office. A full range of informative literature is freely available on request.

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Bacteriological Examination. *A special swab-test pack was designed by Domestos Laboratories and postal priority arranged so that on-the-spot tests can be accurately assessed in the Bacteriological Laboratory within 48 hours. This service is free and is offered where precise information is required to comply fully with the Hygiene Regulations.*

NEWCASTLE UPON TYNE, 6

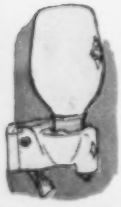
Co 360

It costs so little to protect skilled hands

IZAL Antiseptic Barrier Creams give inexpensive protection against *all* hazards which can be countered by the use of barrier cream. They are easily applied to the skin, are non-slippery and can be easily washed off after work without the aid of special solvents.

Two types of Izal Antiseptic Barrier Cream are available—Oil Resistant for dry and oily work and Water Resistant for wet work. Besides being antiseptic, both these Izal Barrier Creams give better protection, are more durable, easier to control and more economical than other barrier substances.

Izal Antiseptic Barrier Creams have been tested and approved in the Izal laboratories and in hundreds of factories, engineering and chemical works. Their regular use provides an efficient safeguard for skilled hands at work.



IZAL *Antiseptic Barrier Creams*

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Discussion Leader

Towards balanced interviews and perfect secretaries

I WAS present at a meeting of secretaries (all women) the other day. They were discussing the 'human relationship' aspect of their jobs and had just had a talk on ways of handling their respective bosses. The speaker had emphasized that executives needed looking after. The perfect secretary protects the manager from unnecessary interruptions, makes sure he remembers his appointments, keeps his files and desk tidy, puts right his mistakes, and keeps calm if he loses his temper. She has to know his personal likes and dislikes, his weaknesses and his strengths.

This group of secretaries remained unimpressed by this glowing picture of what they could become. One of them voiced the general view: "My boss isn't a bit like that. He hates me to look after him, and anyway I couldn't do half the things you've mentioned because he never tells me anything about what he is doing. All he wants me to be is a super typing machine". Another girl chimed in: "It seems to me that you need to give talks like this to our managers; they are the ones who need to know how to treat people".

This conversation set me wondering. Do most managers consider the happiness and welfare of their secretaries? Or do they think that most of the 'looking after' is needed by themselves. It seems to me that a manager and his secretary must work as a team, if both are to be effective at their jobs. It has been said that "a first-class secretary can make an average executive look good, but an average secretary can make a first-class executive look very bad indeed". If this is true, it looks as though the executive must study the needs of his secretary, if only in self-preservation! It is certainly true that an efficient secretary can help his job to run more smoothly. More particularly, she can free him from those distractions and details and difficulties which prevent him from doing the real job for which the company engaged him.

The work of an executive is, in part, creative: he must be constantly planning ahead, re-thinking old problems and finding new approaches to efficiency. For this he needs time and some uninterrupted periods of calm. In the accelerating pace of modern business, many executives lack this most of all. The efficient secretary can help, but she must know what her boss is doing, and what is important to him. She can then judge which individuals he will want to see himself, which memoranda are of interest to him, and the precise significance of telephone calls, lunch dates and conferences. The secretary cannot even be effective, let alone perfect, unless her manager takes her into his confidence. This again means she must be able to keep her own counsel; she must not gossip nor build up her own sense of importance by passing on a 'juicy' piece of confidential information to a colleague.

☆

We cannot leave the subject of merit-rating interviews, without taking a worm's-eye view of them. If a manager can develop skills which enable him to conduct a successful interview of this kind, so can his subordinate. We said the manager should know his purpose in conducting the interview, and plan it accordingly. The subordinate can also plan for this or any other kind of interview he may have with his boss. He may in fact initiate the meeting. For example, he may wish to discuss his future prospects, or suggest that he is due for a rise—he may want to take some extra time off or he might be worried about some qualification he lacks. He should be clear in his own mind what his purpose really is before he sees his manager. If he intends to ask for a rise, why does he want it? Is it because he needs more money or because he needs some reassurance that he is not 'standing still' in the organization? If he wants time off, what is the best way of presenting his case?

I heard of one young man who normally had one long week-end each month. He arranged to visit a friend some distance away on one of these week-ends, and decided to take an extra day so that they could visit a show together. The friend booked the seats. Only then did the young man ask his superior if he could have the extra day off. He was met with a refusal on the grounds that a rush order was looming up in the week in question and the young man would be very busy. The latter became very annoyed and expostulated that his friend had already bought the tickets. The supervisor, in his turn, became angry and said "that was his funeral." They finally parted in a mutual state of anger.

This young man had not thought out his purpose. Presumably, it was to obtain permission to have an extra day off. If this was so, he should have planned the presentation of his case so that the supervisor would give it a sympathetic hearing. He could have consulted the supervisor much earlier, saying he would like to visit this friend and asking which week-end might be convenient for him to take an extra day's leave? Similarly, if the subordinate knows that he is going for a merit-rating interview, he can plan ahead. He will know that his superior will probably not be relishing the task, and he can make it much easier for both of them if he asks for advice and criticism and receives it in a co-operative and friendly manner.

Then again, a subordinate can irritate his manager by taking up too much of his time, describing details of a project which has already been delegated to him—or by putting a pistol to his head: "Mr. X, you know we've only two more days before we must decide about Miss T's promotion"—or by taking a superior attitude: "But can't you *see*, Sir, that . . . ?" In short, being a skilled interviewee requires just as much thought and attention as being a skilled interviewer.

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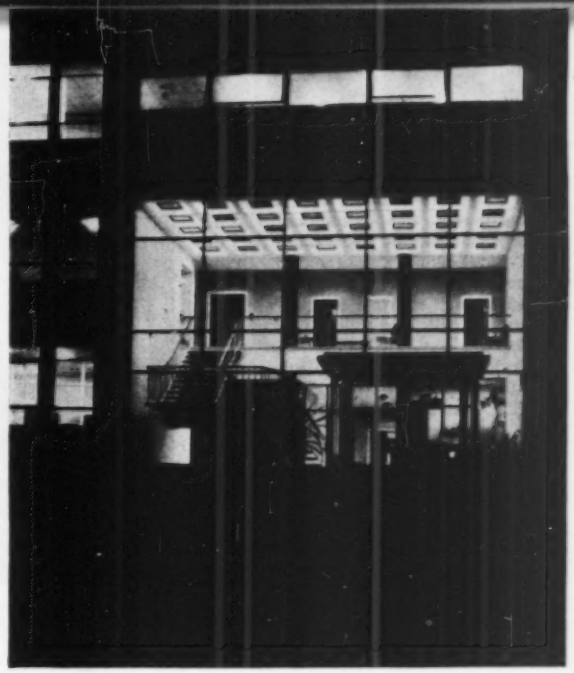
Personnel Managers at Work

THIS MONTH: A. C. Nielsen Co. Ltd. at Oxford

The personnel function in the British unit of the world's largest market research firm



Night view of the entrance hall, Nielsen House, Oxford

by Mark Essendon

WHAT is a personnel manager, and where will you find one? Having found one, where will you find another like him? What were the forces and events that helped to shape his activities and define his function? If he is a good personnel manager, what makes him effective?

Instead of searching in a library for answers to these questions, I decided to go and speak to several people with this title. Thinking that if I were to meet enough personnel managers and study their work, answers would probably emerge, I went first to Oxford to see Mr. D. A. Dawson, personnel manager at the 'figure-factory' of A. C. Nielsen Co. Ltd.

By tracing the career of Mr. Dawson, whose initials have a paternalistic flavour, the development of the personnel function in this firm is outlined. Twenty years ago, he joined the Nielsen Company as a 'field auditor', shortly after they became established at Oxford, and two years later he became manager of the tabulating department. In 1946, he was made production manager—the term 'figure-factory' is appropriate as their business is the mass production of data—and he gradually became involved in the selection of management trainees. By 1954, he was responsible for selection at every grade and eventually he was placed in charge of all the personnel work; and since February of last year, Mr. Dawson has been an associate director.

To appreciate how a member of the outside staff of this firm, after promotion to departmental head, can be so suitable, in experience as much as in disposition, for personnel work, it is necessary to trace his path of advancement. Here, as in so many firms, the personnel manager is very much a product of the business, its purpose and its culture.

By counting stock and checking invoices in multiple and independent stores, Nielsen 'auditors' gather point-of-sale information which is supplied regularly to 110 manufacturers in quantity surveys, whilst a further 50 firms have received special consumer reports of a qualitative nature. It was a struggle to win retailers' confidence in 1940, when auditors such as Mr. Dawson were first circulating in this country in numbers. The caution that everyone was encouraged to develop in the early days of the war caused the Nielsen men to be suspected by some of being either fifth-columnists, or income-tax inspectors in disguise—or even government officials exploring the black market! Through this rough induction period, Mr. Dawson is well qualified to assess and counsel the present staff of 110 full-time auditors who have each received eight months' training.

More than 700 of the British staff of 900—the Nielsen Company is the largest market research organization in the world with 4,000 employees in offices in four continents—are at Oxford; and their efforts are all precisely linked together in providing measurements relating the movement of goods from the producer to the consumer. When he was production manager, Mr. Dawson was responsible for the ordered processing of the figures harvested by auditors for use by client firms in the food, tobacco, drug, confectionery and ethical pharmaceutical industries. Most of the employees at Oxford are girls and young women, and we have some idea of the size of Mr. Dawson's task when we realize how accurate, reliable and complete their specialized work must always be.

The raw material, the figures, which are found by field auditors in sample shops, are sent to Oxford where, initially, they are checked, punched on cards in the tabulating department, and then assembled electronically and expansion factors are applied and the

research findings tabulated by final market breakdowns. Data tables are constructed before final checking in a statistical-control, inspection group (a kind of quality-control), and the figures proceed to the production-typing department where final data for the individual client are prepared. In the presentation analysis and charting departments, charted figures are prepared for the client: charts and data tables are put into book form in the reproduction department; and finally, in the summary-typing department, market commentaries are completed.

A direct testimony to Mr. Dawson's effectiveness is the degree of application in all sections, that must impress any visitor to the Nielsen offices. After all, this is highly mechanized work—they have been using electronic calculators for seven years and computers for a few years, and slackness or tedium could easily infiltrate here. The product, the report for the client, must be delivered on time; speed is vital to the success of the whole operation, so that the Company aims at having the highest possible proportion of 'clock-watchers'. But the pressures of work are dictated by the work itself: they do not need imposing by management. However, the management skill lies in maintaining the pace and the contentment of the young employees—whether they are working on a survey of Sunday-school literature or of foundation garments. And how is this achieved? And how is the management kept informed of individual needs for development or welfare requirements?

In a country setting, these girls in the computation department, quietly and speedily produce data which will be interpreted (below) to the top management of client-firms by an account executive using displays

A real manager

Last year, Mr. Dawson became an associate director. He is in a position to discuss personnel policy with the managing director, Mr. J. P. Napier, as a fully-fledged member of the Nielsen management. Generally, Mr. Napier delegates to the personnel manager full responsibility for selecting with the appropriate line managers the right people to match the expansion of the Company, which also means the recruitment of management trainees. Mr. Dawson presents the managing director with a monthly, formal report, which includes references to the morale of junior and senior staff. Weekly salaries are under review all the time—there is also an annual review—and other members of Mr. Dawson's department supply him with information to guide him in recommending increases. Naturally, the managing director must approve these proposals.

Mr. Dawson co-ordinates recommendations for junior staff, assistant managers, departmental managers, division managers—in fact, up to his own grade of associate director. His situation enables him to see how the progress of individuals will effect the shape of the firm and relationships within it—as well as how much it will cost. When salary reviews are made so comprehensively it is not difficult to detect incipient empire-building, if it should occur. The relative importance of departmental heads is known.

Another link with management for this personnel manager is forged by his work in arranging formal functions, including visits of groups of people to 'headquarters'. In a comparatively small firm with a regular stream of visitors, this requires careful handling. Employees can easily become annoyed with the casual inspection of interested outsiders (or even clients), though they

might appreciate that their unusual work attracts such attention. A balance must be found, admitting the value of visits by clients and others without distressing the staff with armies of visitors.

Department work

In his daily work, Mr. Dawson is helped by a personnel and welfare officer (Mrs. Hardwick) and a training officer (Mr. Smith). The welfare of the female employees, the administration of the health and catering services are the concern of Mrs. Hardwick: the catering manager and the qualified nursing sister report to her. The personnel officer interviews female monthly staff and is responsible for the policy of her assistant, Mrs. Forsyth, who recruits and selects the weekly paid. (Every weekly-paid job is graded and the grades are regularly reviewed.) The training officer, Mr. Smith, wears two hats: most of the time he does what one would expect of a training officer, but he is also concerned with the transport problems of personnel. On his wall is a large map of the Oxford area peppered with coloured flags indicating the distribution of personnel.

The division of the selection work amongst the three individuals responsible is carefully defined. Mr. Dawson selects monthly-paid recruits, normally by regional, group interviews followed by a second meeting with the director or divisional manager who is interested. A curious feature of the group-selection process at the second (Oxford) gathering is that during informal discussions on 'general' subjects, divisional heads can wander into the room to make their own evaluations informally. In the past, a consultant psychologist was called in to advise on picking management trainees and to study their motivation but, to be quite fair, the Nielsen management subjected themselves to any examination they planned to operate, before it was used on applicants.

Training is tailor-made with this firm —it might last two days or six months. Client-service trainees, for example, must do some field work with the auditors plus production work in the 'figure-factory' before they can start further training for research data presentation to clients. Mr. Smith, the training officer, plans this flexible system but the actual training is done by departmental managers and by sub-training officers. Mr. Smith also organizes external training courses.

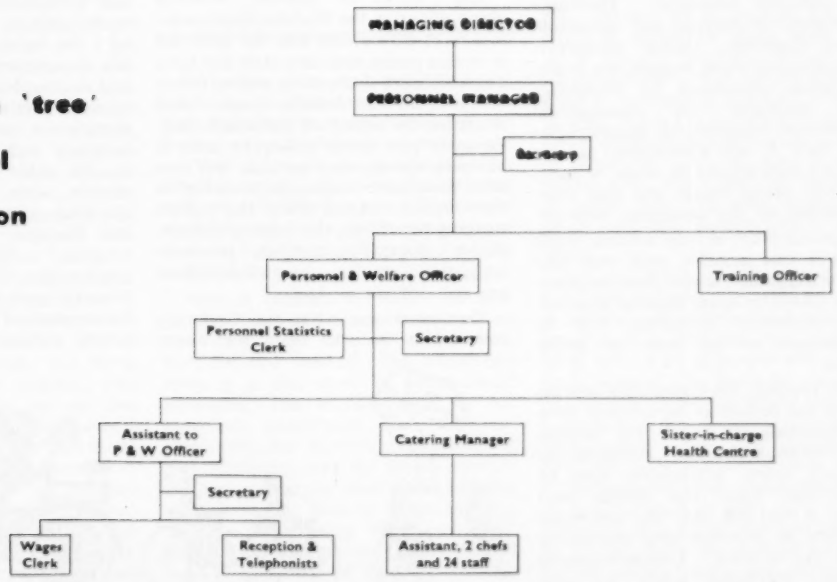
With so many young girl employees who were paid 'wage for age' up to 21, the Company decided about eight years ago to implement incentive schemes. In accordance with sound principles once more, they consulted employees at all stages of the development of these schemes.

After permitting a psychologist to work for three weeks in a section, the personnel manager, departmental head and supervisors discussed how a motivation scheme might be planned. In every section, the various schemes had amazing success, increasing output and interest and cutting error and wastage to a minimum. The management care to secure full benefit from these measures and to ensure good communication was made manifest by the display of output records, so that employees might have the deserved joy of public recognition. Almost without exception, everyone included in these schemes increased their performances so that, pretty soon, in relation to the amount of work handled, salary costs fell appreciably.

Employee benefits

Other financial gains possible in the Company are that everyone from the grade of assistant manager to the managing director, who have been employed for two years, take part in

The Nielsen 'tree' of personnel administration



the recently introduced profit-sharing schemes, and it has been made possible for employees to purchase shares in the parent Company in Chicago. All employees not eligible for the profit-sharing scheme receive a Christmas bonus. Everyone has two weeks' holiday with pay—and three after 10 years' service.

Welfare, records, morale

In a gay booklet with comic illustrations (below), the Company explain their pension plan, which has been in operation since 1949. This provides pensions for male employees at 65 and female employees at 60; members contribute five per cent of their annual salaries to this scheme and the Company contributes eight per cent.

The presentation of this scheme is a model that shows up most pension booklets ever produced as cheap, tedious and depressing in comparison. In a sense, one can imagine how employees, in these days of great employee-sensitivity, when one swear word can cause a strike, might be slightly depressed by the usual dull presentation of financial facts in a pension plan about the uncertain, unnumbered years of retirement. With their Company's light-hearted booklet Nielsen employees were spared this.

It would be impossible to overpraise their suggestions scheme, as it must possess every good feature that makes these schemes successful. Thorough explanation of purpose and operation, defined eligibility, simple procedure, daily collection from suggestions boxes, suggestions considered by committee every fortnight, top management involvement, publicity for presentations—the lot! If the Committee decides that an award should be made of more than £50 (usual limit), the case must be referred to the managing director.

A special point in their scheme worth noting is that monthly paid staff who make a suggestion where their responsibilities normally cover method improvement (therefore ineligible) will be remembered at the time of salary reviews.

Until recently, the visible card indexes used in the personnel department have been adequate for day-to-day records, wage control, and so on. Although the necessary cross tabulations can be carried out from the visible card system, it was felt that the additional flexibility of punched-card operations should be utilized. Labour-turnover analyses, employee totals by age, residence, location, length of service, grade, department and section, are only a few of the analyses required. As the Company already has one of the largest IBM installations in the country used for processing its research data, mechanized facilities were already available.

As a first step, a method of coding information on existing record cards was evolved to preserve their confidential nature. At present, the IBM cards carry 14 sections giving the following: date of leaving, reason for leaving, staff number, department number, male or female, weekly or monthly paid, shift (at Oxford there are day, evening and night shifts), date of birth, starting date, residence (for analysis by Mr. Smith for staff transport scheme, Company paying fares over 5s. a week), marital status, pension category, grade position (according to OMA six-point gradings) and university degree.

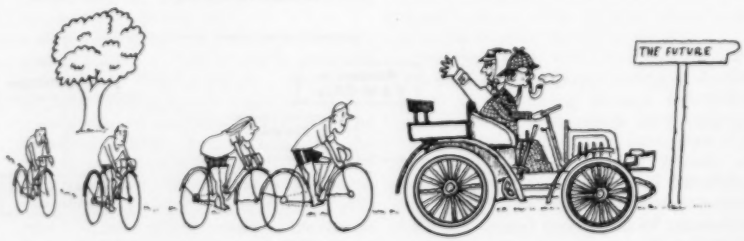
To preserve anonymity outside the personnel department, the punched card is only printed with numbers; and the 14 fields currently covered on the IBM cards leave half the card available for the punching of additional information. No salaries are recorded on these cards. The use of punched card records is regarded as an extension of the existing record system and is intended to eliminate much detail work for the staff of the personnel department and to make readily available a wide variety of employee statistics.

The work of market research obviously grips the Nielsen employees: it is level with events and the facts fed in to this production unit each day have a news quality that excites and refreshes the people who handle them. And whatever the aspect of personnel management you could relate to such a business, the chances are that this firm have done something to be proud of in that respect. Apart from the superb working conditions, the informal atmosphere, effective incentives, pensions, suggestions scheme—other illustrations are not difficult to find.

Two years ago, when the Company gathered in its staff from the dozen small offices scattered over Oxford City, to move to the new headquarters at Headington, working hours were reduced to help anyone now having a longer journey to work. Though it is a young firm, in this country at any rate, and is bristling with efficiency, they still find time and sympathy to dispense unofficial help to an employee in some temporary distress. Though the evening shift consists of part-time people—teachers, insurance agents, etc.—and there is a moderate labour turnover, no serious disruption of work is experienced. The communications, too, are soundly organized: important announcements are made by individual memoranda to all staff; regular area meetings for auditors and an annual dance and conference at Oxford; departmental managers are given a narrative report of each new contract; and they not only produce charted displays for clients but also for themselves—visual aids, such as a display stand illustrating the Company history (to aid client or applicant) are a speciality.

Status ladder

It is not easy to fault this firm. They have a personnel manager with administrative authority who is making a substantial contribution, providing job satisfaction as surely as he has boosted 'output'. Moreover, he is laudably self-critical and eager to do more; and it is his good fortune as well as his achievement that he is suitably placed to be able to carry out his wishes—with the managing director's sanction. His department is ordered, enthusiastic, and inseparable from the main structure of A. C. Nielsen Co. Ltd. Possibly, the department has been influenced by the accuracy and thoroughness prevailing in the other offices; but there has clearly been some traffic in these qualities going the other way. And Mr. Dawson: how has he made his progress? Very likely, he would answer that it was about 25 per cent 'breaks' and the rest . . . not to strain his modesty, I would suggest we call it sound, personnel management.



Sales promotion film explores staff relations in hospitals

by O. T. Curtis

CROSS-INFECTION in hospitals is a subject which is receiving more and more attention—a consequence of the increasing number of antibiotic-resistant bacteria. It is generally agreed that improved aseptic precautions are necessary to stop the spread of infection—a spread in part accounted for by the transfer of virulent bacteria to the patient via the hands of medical, surgical, and nursing staff.

In this light, the introduction by Bayer Products Ltd., of 'pHisHex', a detergent and bactericidal cleansing cream, might be regarded only as a further contribution of the pharmaceutical industry to the solution of a pressing medical problem. For this new detergent, it is claimed that "a film is left on the skin's surface which continues to attack bacteria for many hours; use over a short period, therefore, gives a virtually sterile skin".

Here is a claim which can presumably be confirmed or rejected by controlled experiment—a straightforward scientific problem. But is it? This film, sponsored to introduce a new product primarily to the medical profession, whilst providing medical evidence in favour of its efficacy, concentrates on the human problems which have to be faced when launching a new product. This is an interesting approach, since it reflects the concern of progressive hospitals with problems of human relations.

A theatre sister and a new nurse are preparing for an operation to be performed by the senior surgeon, lately returned from a visit to the United States. The sister briefs the nurse about the whims of the surgeon, who on entry turns out to be no less dominating and egotistical than we had been led to expect. But his defects of personality accompany a keen and progressive mind, ready to consider new ideas and try them out for himself. So, whilst 'scrubbing up' for the operation, he delivers himself of some strictures on British conservatism and tells of the American methods he had seen which, in his view, make scrubbing obsolete. His sceptical but deferential house surgeon listens with some irritation. He returns to the subject when he visits the bacteriologist, a practical and persistent man who is patiently arguing with the objections of a ward sister who cannot see the value in collecting statistics for him when she has so much other work to do. The bacteriologist explains his theories to the house surgeon, reasoning that scrubbing damages the skin and therefore could assist bacteria-spread. The house surgeon has his human weaknesses too, and is outraged when his colleague suggests he might be an agent of infection in the theatre ("You are not suggesting that I am a carrier, are you?").

To calm him and provide some evidence, the bacteriologist suggests that the surgeon scrub his hands and have a culture taken on an Agar plate, so that it might be compared with another taken after he has washed with the new Bayer cream. The former reveals many bacteria; the latter shows such a significant difference that the sceptical surgeon is impressed.

Now it remains to 'sell' the idea to the Cross-Infection Committee so that they will sanction experiments with the new method. The committee scene is a nice study in management problems. The bacteriologist, in the chair, is confronted with financial objections, the wavering resistance of a gynæcologist, and the sturdy opposition of a matron who finds nothing wrong with the ways in which she was trained. By arguing 'hard cash', the financial objections are overcome—if there is a danger of infection arising from the ineffectiveness of scrubbing (as suggested by the cultures), then might this not be prolonging hospitalization of patients, thus raising the costs per bed? The incidence of infection in the maternity ward predisposes the gynæcologist to sanction an experiment. The support of the senior surgeon, whose false claim that the cultures were developed from samples from his hands convinces where the truth might have been less compelling, helps win the day. Only the matron remains adamant to the end.

Is this not how most new ideas have to be established—especially in an organization with an authoritarian system of management, elaborate and well-defined procedures, and a general reluctance on the part of staff to depart from precedent?

Designed to sell a product, this Bayer film, **A show of hands,** can also sell an idea—the notion that facts (however accurate) and methods (however effective) are not adopted automatically. People resist change, and hospitals in particular move with reluctance to new concepts of personnel administration. This clever film provides an interesting example of the use of long 'takes' as a means of keeping down production costs. Six minutes or more for a single take is exceptional—and only to be attempted normally with first-class professional actors who can sustain action for so long.

But well made though it is, the film will have its limitations. To the doctor or hospital administrator who has progressive ideas and the will to experiment, this novel approach will make a ready appeal. To the sales specialist, this calculated under-selling will seem a promising new device. But how do Bayer ensure that the unconverted resist the idea of seeing such a film as doggedly as they resist suggestions for new methods in their job? It is the converted who always provide the show of hands. How do sponsor and film maker jointly tackle the problem of the unconverted?

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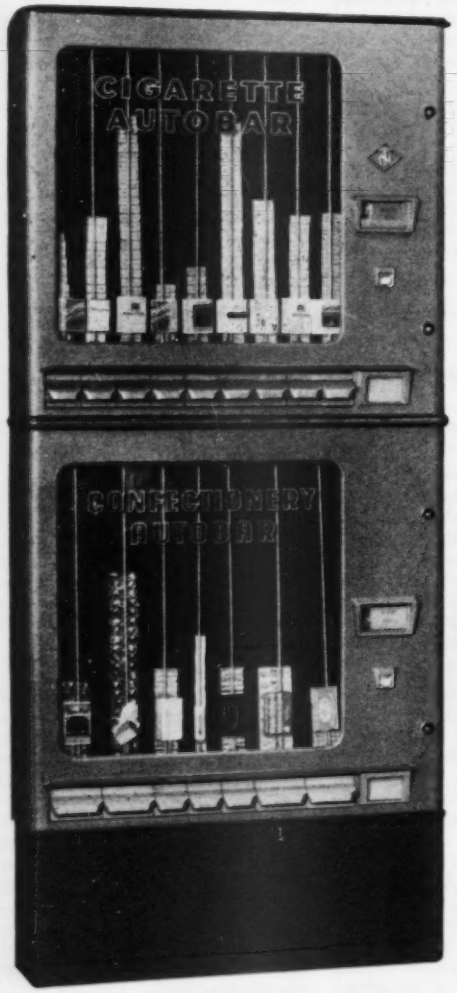

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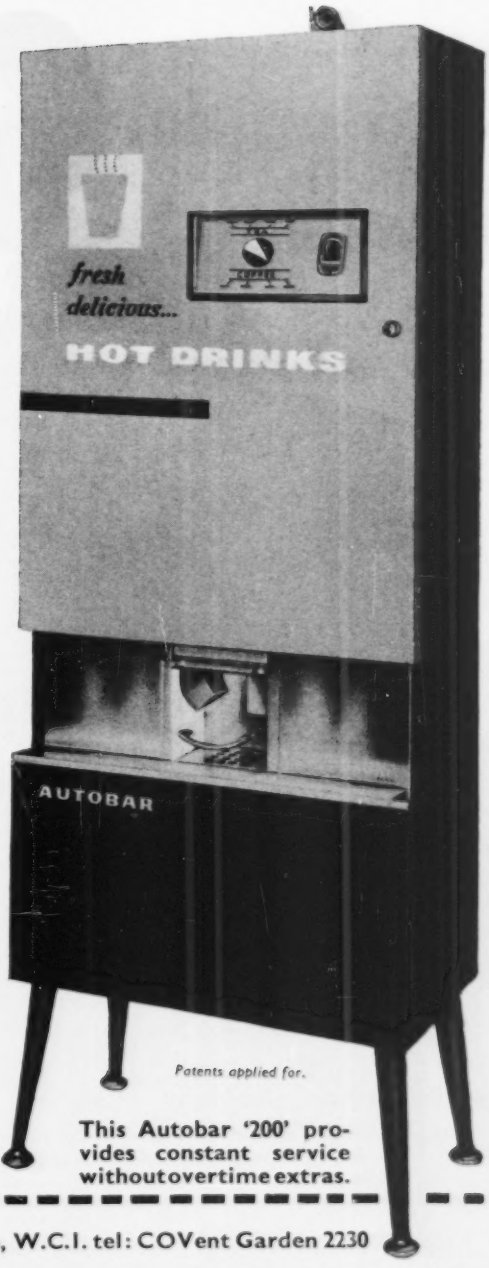

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Expansion with no loss of goodwill

by John Samson

New factory skyline for Wigan

WITH no regard for physiology, a wit has remarked that inside every fat man is a thin man — pleading to be let out. As with the man who persistently eats too much, so with the factory which has an excessive load on its production capacity. The Harlesden factory of the H. J. Heinz Company was in this interesting condition in 1946.

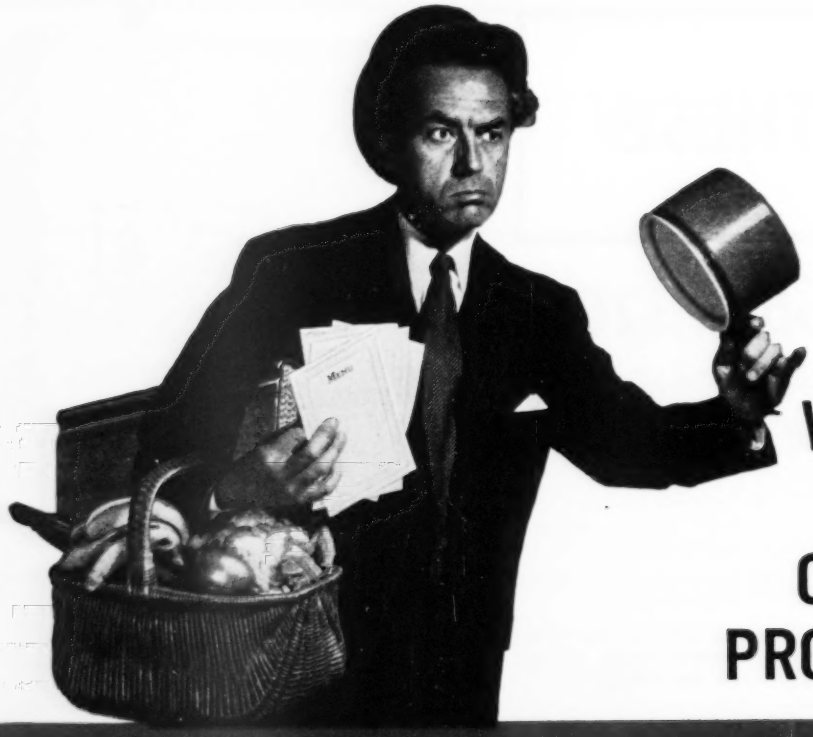
Building restrictions, imposed by the Government, prevented the Company from putting down new production lines in the London area; and the sole alternative was a factory in one of the development areas. So Heinz 'went North' to one of those pockets of unemployment — to Standish, a few miles from Wigan, where a former munitions factory was leased from the Ministry of Supply. For seven years, in buildings conforming to the austere standards of wartime, the post-war expansion of trade in this branch of the food industry gave employment to Wigan people; and, with a variety of other 'varieties', they turned out 80 per cent of the canned baby foods produced in England.

Expansion continued; but the Company was menaced by the fact that the lease on the Standish factory could be terminated swiftly, which speeded the search for a suitable site for a new factory. Prospecting for a plot of land, they had to be sure it would have a supply of good quality water, would be within reach of the Ormskirk argricultural area as well as convenient for transporting its products to the thickly populated areas in the North; and "such that the army of skilled labour recruited at Standish could be retained". With the option on a site near Wigan, the deciding factor was the Company's decision to hang on to the Standish workers (trained over the years in the disciplines necessary where food is manufactured), and skilled in Heinz production methods.

Once the decision was made, the 1,650 employees at Standish were informed and a massive move was planned. At first, only ideas and attitudes were adjusted but, within three busy years, the personnel were on the move. How the relationships between the Standish workers and management survived the continuous stresses of those years and how their communications network was extended, illustrate the resilience and flexibility of the Heinz human relations policy.

"We don't go in for the firing game" is a confession that could come from the lips of any Heinz executive as easily as from their personnel manager. Having decided to augment their labour force in the Wigan area, the first management duty was to give a complete account of their expansion plan to everyone at Standish. When the site was actually purchased, employees were urged to "Go and walk on it". This strong invitation and their natural curiosity led them to carry out their own inspections and, after looking at the site objectively, a flood of questions descended upon the management.

Would they need fewer workers at the new factory? Would this mean the axe of redundancy could fall at Standish? The old buildings may have had annoying limitations but time and



WHAT'S YOUR CATERING PROBLEM?

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Canteen staff—from executives down

P.M. PLANNING SERVICE FOR ARCHITECTS

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EMPLOYING 15,000 STAFF SERVING OVER 700 CANTEENS

LONDON	**MANCHESTER**	**EDINBURGH**	**BELFAST**
BATH	**SHEFFIELD**	**BIRMINGHAM**	

Expansion with no loss of goodwill

by John Samson

New factory skyline for Wigan

WITH no regard for physiology, a wit has remarked that inside every fat man is a thin man — pleading to be let out. As with the man who persistently eats too much, so with the factory which has an excessive load on its production capacity. The Harlesden factory of the H. J. Heinz Company was in this interesting condition in 1946.

Building restrictions, imposed by the Government, prevented the Company from putting down new production lines in the London area; and the sole alternative was a factory in one of the development areas. So Heinz 'went North' to one of those pockets of unemployment — to Standish, a few miles from Wigan, where a former munitions factory was leased from the Ministry of Supply. For seven years, in buildings conforming to the austere standards of wartime, the post-war expansion of trade in this branch of the food industry gave employment to Wigan people; and, with a variety of other 'varieties', they turned out 80 per cent of the canned baby foods produced in England.

Expansion continued; but the Company was menaced by the fact that the lease on the Standish factory could be terminated swiftly, which speeded the search for a suitable site for a new factory. Prospecting for a plot of land, they had to be sure it would have a supply of good quality water, would be within reach of the Ormskirk argricultural area as well as convenient for transporting its products to the thickly populated areas in the North; and "such that the army of skilled labour recruited at Standish could be retained". With the option on a site near Wigan, the deciding factor was the Company's decision to hang on to the Standish workers (trained over the years in the disciplines necessary where food is manufactured), and skilled in Heinz production methods.

Once the decision was made, the 1,650 employees at Standish were informed and a massive move was planned. At first, only ideas and attitudes were adjusted but, within three busy years, the personnel were on the move. How the relationships between the Standish workers and management survived the continuous stresses of those years and how their communications network was extended, illustrate the resilience and flexibility of the Heinz human relations policy.

"We don't go in for the firing game" is a confession that could come from the lips of any Heinz executive as easily as from their personnel manager. Having decided to augment their labour force in the Wigan area, the first management duty was to give a complete account of their expansion plan to everyone at Standish. When the site was actually purchased, employees were urged to "Go and walk on it". This strong invitation and their natural curiosity led them to carry out their own inspections and, after looking at the site objectively, a flood of questions descended upon the management.

Would they need fewer workers at the new factory? Would this mean the axe of redundancy could fall at Standish? The old buildings may have had annoying limitations but time and

familiarity had endowed them with a certain cosiness. Would the new raw buildings lack the homeliness of the second-hand? Would the change be for the better and, if so, who will benefit? New factory, a new travel routine, possibly new bosses. Many adjustments and then what?

◀ *Bright and spacious—as a personnel office should be*

News-sharing

In essence, these justified fears were killed by the existing Heinz personnel policy. 'Keeping them in the picture' is as natural and as expected of this Company as labels on their bottled sauces and canned soups. "You either believe in it or you don't", is their management view and to them the cultivation of good relations is wholly insincere if a firm is primarily concerned with trouble-saving. But you do not keep the peace and the confidence of employees — even if they are well nourished — simply by announcing executive convictions. Effective broadcasting is essential.

Now that the erection of the new Kitt Green factory was a certainty, they were dealing with tangibles. The 'site-inspectors' asked sensible questions instead of merely expressing unfounded anxieties about the development. The Company made it known through *'57 News*, their house journal, that they would be informed, stage by stage, of the progress of architect and builder; and how this would eventually condition their future employment.

The attractive, well-equipped medical department at Kitt Green ▶

Expanded consultation

However, both the conmmunications system and the personnel principles were then on trial; and continuous efforts were demanded to check the fears (and hope-building) by calculated stimulation. Happily, the problems of change were shared from the start. Works council and works committees were shown the architect's plans, maps etc., and a special Kitt Green committee was formed to advise the architect on phases of the new factory's development. The result, in the building itself, was an assembly of informed compromises.

The Company was fortunate because Standish workers, although reconciled to a make-shift factory, recognized that change was bound to come. When their number increased from 1,650 to 1,800 in a short time, the growing pains called for intelligent consideration. Already, there were democratic works committees, elected by secret ballot, holding regular monthly meetings. There was a works committee for the night men, another for the day men and also a girls' committee. Whoever came second to the elected representative in the voting acted as a deputy, if illness prevented a member attending a meeting. From each committee, representatives were voted on to the works council where they were joined by representatives from management, staff and supervision.

With the growth it became apparent that adequate representation could not be maintained without excessively large committees. So the works council agreed that separate groups should be formed to represent the interests of each natural group (e.g. canned goods, engineering, bottled goods, supply people), so that nine new committees — plus a staff committee — grew out of this prolonged emergency. (This figure has since been increased to 12.) Incidentally, the value of these groups has been so extensive that the system has since been adopted at the Company's factory at Harlesden.

Two members from each of the nine committees, meeting as informally as possible, were sent to the monthly meetings of the works council. This plan fitted the growing phase because individuals were aware that their domestic area was growing bigger and therefore deserved (and received) special attention. And those who attended the works council were given the whole picture, which was again outlined at each group committee meeting; and as these gatherings followed a few days after the works council's meeting, it meant that the correct, up-to-date information was available in the minutes of these meetings for all employees to read from the notice boards.

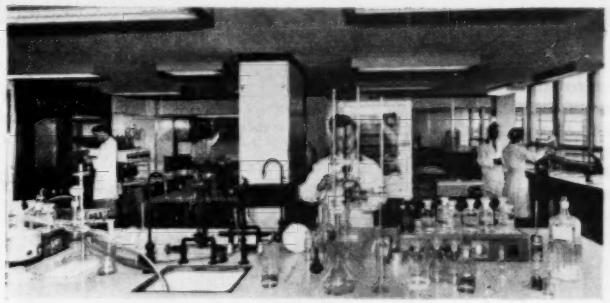
Growing family

As more people were recruited, there were training difficulties. Here again, existing practice was helpful, and all things being equal with regard to qualifications, personal acceptability etc., relatives of existing Heinz employees were favoured; the Company had started as a family business and this tradition was being perpetuated. In 18 months, an increase of over 1,000 employees enabled Kitt

◀ *For direct access to all production departments, the main personnel corridor has dignified proportions*

▼ *Clear floors, ample working room, abundant lighting, are obvious features of the final stage in the famous baked-bean line*

▼ *With such hygienic conditions throughout this 'white-coated' factory, it is hard to distinguish between production workers (above) and these quality-control 'lab-men' (below)*



Green to begin production with a dilution of experienced and new workers; and a nucleus of technical staff drawn from Head Office divisions guaranteed a good start for Kitt Green.

The big move

Standish workers were given the choice of moving to the new factory or remaining where they were, since it had now become clear that, in spite of the new factory, Standish would stay in operation for some time. Section by section, warehousing preceding production, the move began. Accustomed to a policy of promotion from within and aware that many of the new managers started 'on the floor', the transfer was effected smoothly.

Problems were few but formidable. For instance, new speeds of production at Kitt Green called for fresh job assessments — but, for the transferred employees, there was colourful compensation in the excellent working conditions. Every change in physical effort and pace of working had to be calculated and, as it happened, everyone who moved did so for the same rate or better. One class who particularly benefited were the 'expedient men' who were actually called 'leading men'. As the lines of production were switched to Kitt Green, as well as foremen and charge hands, 'leading men' were introduced in the transition period before supervision was regularized. From the 'leaders', the present supervisors were chosen.

The new factory itself — well, it's a beauty! Complete glass walling in production areas giving what the architect calls 'psychological light', so that everyone can see what the weather is doing; the best you can think of in lighting and ventilation, a model canteen, a medical centre — even a bank — and staff movements can take place under cover on a mezzanine service floor, with rest rooms where smoking is allowed during the 10-minute morning and afternoon breaks. And it is at Kitt Green that the management of the twin factories is now established.

Already, Wigan has had good reason to be pleased with the growth in business for Heinz. Last year, during the superb summer and the drought experienced in many parts of the country, the Wigan townspeople were exceptionally fortunate in sharing the facilities created to satisfy the water requirements of the new factory. But more strikingly memorable will be the visit of H.M. Queen Elizabeth, the Queen Mother, following the official opening of Kitt Green in May, 1959, by the Lord Chancellor, Viscount Kilmuir. It was not a simple matter — staffing the largest food factory in the Commonwealth; but with the mature confidence and goodwill of their employees, combined with flexible planning, a thorough consultative system and a history of fair dealing, for Heinz there were no steps in the dark — or collisions in new corridors.

MATTERS OF MOVEMENT

Although the industrial palace Heinz have erected at Kitt Green is exceptional, a number of other firms must have experienced similar problems while 'moving house' or effecting transfers.

Write and tell us how your firm dealt with the inevitable difficulties that accompany such changes.

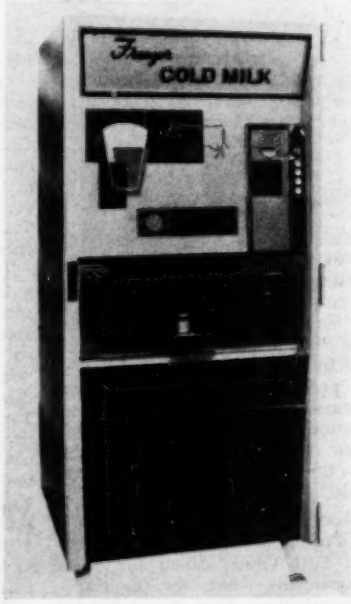
Machines to save firms money, trouble and time

▲ *Joy for the starving apprentice. The Gloster 'Tasty Twenty' can offer a selection of 20 kinds of chocolate or sweets*

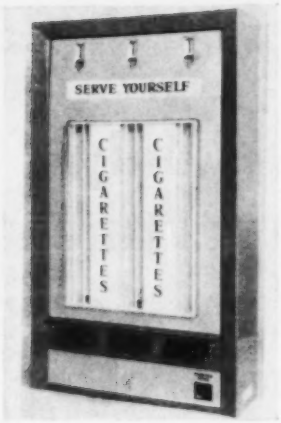
LAST month's 2nd International Vending Exhibition (three times the size of the previous show in 1959), held in London, substantiated all predictions that automatic services are here to stay and to multiply. The growth of this display of equipment can be attributed to two factors: the entry into the vending field of several well-known manufacturers, and the increased variety of modern machines. Whether customers require milk or gin, sweets or sausages, Nescafé or nylons —there is a machine to meet their demands.

Every manufacturer and operator at this year's Exhibition forecasts for himself an even greater increase in the demand for vending machines, especially for those to be sited in factories or office blocks. This year is bound to witness more and more sales transacted through the slot—a giant stride towards the predicted turnover of £1,000 million by 1980. Operators are talking in terms of saving individual companies catering for some 1,200 employees as much as £60,000 through installing completely automatic canteens—especially in new buildings. Some vending manufacturers have been compelled to make arrangements for extending their own factories to meet only a fraction of the potential custom likely to arise from enquiries at this four-day exhibition.

▶ *Ingredients, cup cost, machine depreciation and maintenance are covered when 2d. a cup is charged for the 'Teamatic' individual brew from leaf tea*

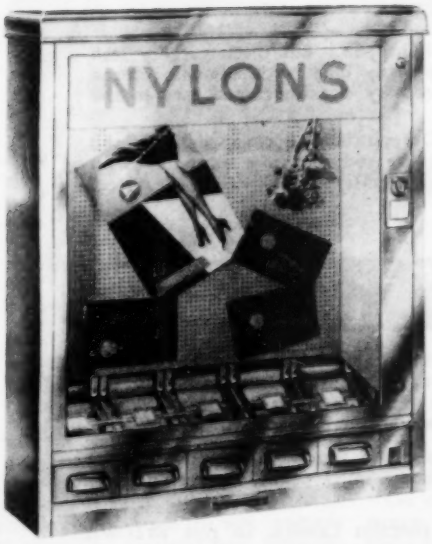


▲ *1,000 cups of milk with a choice of three flavours —from this refrigerated Still machine*



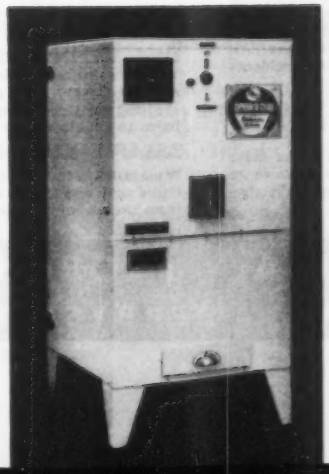
The 'Ambassador' has change-givers on all three columns, a Perspex viewing panel and is illuminated for night sales

Through the fascia window in this hot-food unit, you can pick your canned lunch the Sankey way



The Automaten (Wistoft) nylon stocking-vender will cater for the needs of female employees in buildings remote from fashion shops

Aerated or still fruit drinks in one Automat machine (left), and coffee, hot chocolate or soup (machine on right) provide factories with an all-year-round service



In five seconds, this B.A.C. tea-machine supplies a 'cuppa' with optional milk and sugar

You can find out more about automatic vending machines by using the enquiry reply coupon (facing p. 52)

The only Department every Company likes to keep slack...

Accidents will happen. But often surgery staff are kept needlessly busy with ailments caused by lack of ordinary cleanliness and care in the factory.

Industrial Dermatitis, dry, chapped hands and epidemics can be reduced to a minimum with the aid of Deb cleansers and disinfectants.

SWARFEGA INDUSTRIAL HAND CLEANSER

Swarfega's gentle emollient action reaches deep into the pores to lift out the most stubborn grease and industrial soils. Antiseptics clear dirt-fed germs from the skin, reduce the incidence of industrial dermatitis, and lower absenteeism.

Swarfega leaves the hands clean, supple and germ free. Swarfega is the twentieth century hand cleanser that no factory or workshop should be without.

LANIMOL — WATERLESS SKIN CLEANSER

Lanimol brings the washroom to the worker; with its own, built-in water it is specially designed to provide on-the-spot washing for employees working away from proper facilities.

Lanimol's gentle action will remove even the most stubborn soils—paint, oil, tar, dyes and inks.

Lanimol contains Lanolin, to give after-wash smoothness, and prevent soreness and chapping.

Other Deb cleaning aids include :

JIZER SOLUBLE SOLVENT

A safe, non-toxic degreasant for removing grease and cutting oils from machinery parts, engine units. Ideal for production or small scale degreasing. A rapid acting industrial floor cleanser which rapidly removes encrusted grease and filth from factory and workshop floors. Protects against accidents resulting from slippery, dangerous floors.

TREE-TOP PINE DISINFECTANT

Non-poisonous and pleasant smelling. Tree-top is the most economical disinfectant there is. Six times as effective as Carbolic Acid against Bac. Typhosum, four times as effective against Staph. Aureus.

JIZER JEL FLOOR CLEANER

Cleans, disinfects and deodorizes all types of floor areas. Removes vegetable and mineral oil deposits, stains and ordinary day to day dirt.

DEB VEHICLE SHAMPOO

Widely used for cleaning vans and heavy industrial vehicles. A rapid cleaning and polishing preparation which contains specially selected detergents to remove road grime without harm to cellulose, plus wax to polish and protect.

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A pleasantly scented liquid soap designed for use in standard liquid soap dispensers, avoiding the 10% wastage inseparable from the use of bar soaps.

Deb

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Reduced working hours often mean a shorter lunch-break. Employees of this Bradford firm appreciate the service of a three-course lunch in 15 minutes, without haste

Cut time at work by efficient lunch plan

by Joan Armitage

THE shorter lunch-time break is becoming increasingly popular as working hours are being reduced. A direct result of such an arrangement is often the new problem of providing a rapid and adequate catering service comparable with that supplied under normal conditions. That the situation need not become insuperable is illustrated by the facilities provided in the new canteen of Grattan Warehouses Ltd., Bradford.

Throughout the organization, the practice is for employees to work a five-day week with a lunch-break of 45 minutes as a standard arrangement. The canteen is administrated by Peter Merchant Ltd., catering consultants, and at 12.30 sharp every day they serve lunch—on the table and ready to eat—for the 164 employees of the Leeds Road and East Parade buildings of Grattan. Although the present canteen has been operating for only a comparatively short time, it has proved most successful: a daily attendance of more than 70 per cent of the employees provides a reasonable guide to its popularity.

On any day, it is possible for any person who is pressed for time, to have had a full meal, and for him to be out of the canteen in less than 15 minutes. The secret lies, above all, in the split-second timing of the service which is itself a result of meticulous planning and organization. Every Tuesday afternoon, the week's menus are planned and are made available to customers a day in advance.

For example, a customer will finish his meal on Monday and then select his soup, main course, sweet, etc., for Tuesday. He places his order by completing a standard form on which he is encouraged to make remarks relating to the quantity of vegetables he requires and any other individual preferences. He is then able to rest assured that at 12.30 next day, his soup and main course will be ready for him on his table. Incidentally, he can also advise his wife to avoid giving him an identical meal that evening.

Within ten minutes of the customers' arrival in the canteen, waitresses begin serving the sweet and removing the first-course plates. On completion of this operation, they serve tea and collect the payment at the same time. Although it is possible for this service to be completed in 15 minutes, nobody is obliged to bolt his food. The canteen is normally empty and ready for tables to be cleared by 1 o'clock. This gives the catering staff an hour's relaxation before they start preparing for the mid-afternoon tea break.

To ensure that the plan for this speedy service works smoothly and efficiently, the management and the catering contractor decided that Grattan Warehouses would arrange for six waitresses to be in attendance at lunch time only to provide table service. This staffing is in addition to the normal kitchen and serving complement of five girls and one cashier.

Besides its purpose to conform with the Company's standard arrangements for maintaining a ½-hour lunch break, the service in this new canteen is intended to give every employee the best possible facilities for a good mid-day meal in the shortest available time. Management regarded this as particularly important since many of the employees in the Leeds Road building are young female clerical workers who are notorious for snatching a sandwich to make free time.

Costing is also favourably affected by knowing in advance exactly how much food is required. The problem of excess remains is eliminated even when allowances have been made for the possibility that there may be one or two extra customers, or conversely that a few people may be unexpectedly absent as a result of illness or other causes. Bulk-buying plays its own special part in restricting expenditure; an acceptable provision to most managements in view of the generous subsidy that most of them provide.

BOOKSHELF

AUTOMATION ★

Apprenticeship, by Kate Liepmann. *Routledge & Kegan Paul, 24s. 6d. post paid.*

THE STATE should accept the prime responsibility for training for industry—is the author's view: the argument runs in this way.

Most features of apprenticeship are rooted in the past. During this century we have endured such profound technical, economic, social and educational changes that we must consider how adequately apprenticeship is adapted to modern conditions.

Apprenticeship is the future craftsman's training for which he pays by bound service, and the value of any apprenticeship scheme depends on its success in harmonizing the interests of education and production; it is also used to control entry into skilled trades. The author submits that the vested interests of employers and trade unions reduce the usefulness of apprenticeship as a training system; and in estimating the contribution it can make to the industrial training of the whole working population, apprenticeship is found wanting because of its inherent exclusiveness.

Automation and Society, edited by H. B. Jacobson and J. S. Roucek. *Philosophical Library Inc., £3 13s. 6d. post paid.*

A MOST INTELLIGIBLE introduction to a major development in modern industrial society. The editors believe that automation is more than a striking technological accomplishment: it is an intellectual and social challenge, as promising as it is full of problems.

Considered reflections of 32 experts are presented. They have examined the impact of automation on society and their studies cover the evolution of the concept and method of automation, its application to critical industries, and the problems it creates in education, leisure, politics, business and public administration. Two Russian authors contribute a fascinating final chapter on the technological and economic problems of automation in the U.S.S.R.

A glossary of automation terms and 37 short case-histories summarizing the progress of automation in Canada and the United States notably recommend this book.

Work Study, by R. M. Currie. *British Institute of Management, 24s. post paid.*

IN THIS REVIEW of the whole field of work study, the author, who is head of the central work-study department of I.C.I. and president of the Work Study Society, has revised the three BIM booklets in the 'Outline of Work Study' series, and expanded their scope with additional chapters.

After a short historical review, the relationships between productivity, work study, and people are discussed. Method study and work measurement—'the tools of the trade'—are then examined in detail, the final chapter being devoted to work study as a service to management. It is the first book to adopt the terminology of the recent B.S.I. 'Glossary of Terms in Work Study'.

In the foreword, Sir Ewart Smith, F.R.S., remarks that work study "is a tool of management but perhaps its most important result is to inculcate an attitude of mind that seeks continuous progress in a systematic manner and that does not rest content till it is achieved".

The Saleswoman, by Joan Woodward. *Pitman, 22s. post paid.*

TROUBLED BY the high level of labour turnover and the difficulty of recruitment, the staff-relations committee of the Retail Distributors' Association decided in 1956 that attitude surveys might find solutions to these problems. Social scientists from three universities made pilot studies of four stores—two in London and two in the provinces. This field work was carried out during 1957.

One of the research workers engaged for these surveys has now prepared an integrated and concise report which reveals useful facts on the supply and utilization of staff, salary structure, conditions of work, and the social system and relationships within departmental stores. Every staff manager in retail distribution—and ideally, every customer—should consider these packed pages.

Differential Costs and Management Decisions, by D. R. C. Halford. *Pitman, 16s. post paid.*

MUCH CONTROVERSY has raged over the relative merits of the methods adopted for obtaining cost information for management and, despite a vast accumulation of worthy research, no authoritative ruling has been obtained.

This volume, with its clear approach, is notably concerned with practical matters and their implications. It is sure to stimulate discussion amongst management and those called upon to advise management.

The author carefully emphasizes that figures will always speak for themselves when they really represent the facts—but they are certain to mislead when the facts are not represented. He attacks the idea that the choice between full costs, standard costs, policy costs, marginal costs, or any other kind of costs is a matter of personal taste; and he shows the strange results that follow from the neglect of the implications of the cost structure.

Mr. Halford urges the recognition of a system based on the way costs actually behave, in order that management can obtain undistorted data when faced with economic problems.

Scientific Manpower, by Joyce Alexander. *Hilger and Watts, 15s. 6d. post paid.*

LACK OF first-class science teachers, poor facilities for the teaching of science, and old-fashioned prejudices are responsible for the current shortage of scientific manpower. This book is based on research work that Mrs.

WORK STUDY • APPRENTICESHIP • RESEARCH

Alexander carried out for the Science and Industry Committee of the British Association for the Advancement of Science. (The purpose of this Committee was to examine the factors affecting the rate at which scientific discoveries were adopted by industry.)

The chief reports on technical education which have appeared since the war are discussed; and Mrs. Alexander shows what developments have followed these reports. Technological education in other countries—particularly America and Russia—is studied in detail; and it is enlightening to compare education systems internationally. The author deals at length with woman's rôle in industry, commerce and the professions. In the next decade, she hopes we may see "a considerable adaptation of education systems and habits to the growing needs of the country and the world of scientifically trained people."

Residence and Technical Education. *Max Parrish, 17s. 6d. post paid.*

IN THESE DAYS when a great expansion in technical education is taking place, it seems necessary to guard against the danger that our technical colleges may find themselves turning out men and women who are technologists and nothing more.

This report on residence as a liberal element in technical education was prepared by Dorothy Silberston; and it is hoped that it will stimulate thought, discussion and (above all) wise action.

Authority and Organization in German Management, by Heinz Hartmann. *Oxford University Press, 50s. post paid.*

DR. HARTMANN explores the strength of German management in terms of its authority and compares general administration, industrial relations and management development in four case studies of patrimonial and professional management—as well as management under co-determination.

In describing the ascendancy of business associations, the top management development programmes at national level, and the tensions between the owner-entrepreneurs and 'hired managers', the author gives an intimate picture of German business ideologies. The field work for this study was done mainly between 1953 and 1955, when the author interviewed some 200 informants.

The Magic Number, by Stephen Potter. *Max Reinhardt, 19s. post paid.*

MANY COMPANY HISTORIANS affect a 'historical' style which can make the most lively organization seem a distant corpse. The H. J. Heinz Company were shrewd in picking Mr. Potter to cut a wordy path through their business successes, as they were assured that his work would give pleasure.

He begins with the boy in Pittsburgh who grew some extra horseradish in his mother's garden, grated it, put it in clear glass bottles, and sold it to the local grocers. The boy was Henry Heinz the First, who began to conquer prejudice against tinned food in Britain on a June day in 1886 when he made his assault on Fortnum and Mason. From the Birth of a Fine Little Business, the Founder's Progress, to the Making of the Legend, this digestible story of a Magic Number (57) is cleverly condensed and illustrated. A supplement to the final chapters appears on pages 33-35 of this issue.

A Shortened History of England, by G. M. Trevelyan. *Pelican, 7s. post paid.*

IN THIS MASSIVE CHRONICLE—an abridged version of his 'History of England', this great-nephew of Lord Macaulay writes of England from Celtic to Nazi times. By paring his narrative in dealing with periods of minor importance, the famous scholar gives pace and proportion to his history of the British people.

How Money is Managed, by Paul Einzig. *Pelican, 4s. 6d. post paid.*

AN EXAMINATION of the financial, economic, social and political purposes for which governments may use their power of influencing the movement of prices and other monetary tendencies; and the methods, traditional and modern, by which they may seek to achieve those purposes.

The chapters on full employment, social and political objectives are most rewarding.

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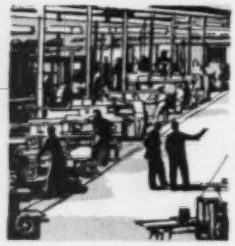

I should have known . . .

I was being shown round a large factory in the Midlands the other morning when I became aware that there was something missing . . . something different. In the course of my work I visit hundreds of factories a year and have developed an instinctive sixth sense for things—atmosphere, noise, layout—little things you only notice subconsciously. I began checking in my mind. Tools, first-aid notices, bench litter, trollies — TROLLIES, that was it! No one had pushed past with a 'mind your backs, please,' there'd been no little knot of workers round the tea trolley. I looked again—yes, there were no chipped mugs on the benches either. I asked the works manager who was showing me round.

"Come over here," he said, leading me over to the corner of the shop, "there's our new idea."

There stood a smart, attractive-looking automatic tea machine and, as I watched, several workers strolled over, inserted a coin and received a neat, hygienic cup of fresh tea—I can vouch for the freshness—I had a cup! During the time I was in the shop between twenty and thirty workers helped themselves—no queueing or waiting for change, no hold-up in production either.

Seeing the name on the machine—STILL'S—I realised I should have guessed earlier. Still's, the pioneers of automatic vending machines, were keeping morale and production high.

By Appointment to Her Majesty The Queen. Manufacturers of Kitchen Equipment.

For further details write to :

W. M. STILL & SONS LTD.

29/31 Greville Street, London, E.C.1. Tel.: HOLborn 3744

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Sketchley

OVERALL SERVICE

Modern production methods in industry can now be matched by up-to-the-minute amenities for personnel.

For most jobs in works and factory, Sketchley can supply on loan, without capital expenditure, coloured and white overalls for both men and women.*

Each wearer is individually measured, and Sketchley deliver clean garments regularly, each week.

Repairs are done when necessary, including button replacements, and the garments are replaced when worn out. A firm's Badge Service is also available.

* Free brochure giving full particulars, obtainable from:—

SKETCHLEY OVERALL SERVICE, FOX GROVE, OLD BASFORD, NOTTINGHAM. **Telephone: Nottingham 75161**

ZALPON

washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

Time

in industry

A superb Swiss made Olma Chronograph, with stop, start and return levers. Calibrated to one-fifth of a second. Recording 30 minutes. Counts up to one thousand operations per hour. All stainless steel waterproof case. Shock-proof balance assembly. Unbreakable mainspring. 17 jewelled lever movement. Luminous dial. **£24.19.6**

HERE is a complete time service to meet the requirements of modern industry, where time is money. A century of experience at *your* service.

The Chronograph stop watch is one of a series of time recorders developed for industry and supplied by H. Samuel.

PRESENTATIONS. What finer recognition of long service than a gold watch? Many large business and industrial Houses already have contracts with us. Your enquiry will be welcomed.

Write for illustrated brochure "Time in Industry" today—our expert will be glad to call and discuss your problem.

H. SAMUEL

INDUSTRIAL TIME SERVICE

Dept. P3

Hunters Road, Birmingham 19.

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 52),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216*

Welfare

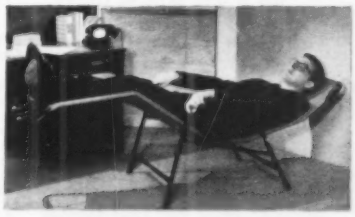
GATE MONEY

UNDER a new rental scheme, selected turnstile equipment (traditional or contemporary design), is hired for a minimum period of five years. After this, the contract can be renewed at a reduced rate, although the leasee has an option to purchase the turnstile at any time. No charge is made by the company for delivering the equipment to its site. Supervision of the installing operation is free, as is regular inspection and maintenance (including a free emergency maintenance service).

Enquiry Ref. No. W3/1

EXECUTIVE SEATING

SINCE proper posture for office staff is receiving such close attention, it is not surprising that some concern should be expressed on behalf of the executive. The *Relaxator* is a long, low chair which tilts backwards so that the feet are kept at a higher level than the head. This position, of course, accelerates the irrigation of the blood vessels of the brain thus restoring rapid circulation, thereby allowing weariness to be dissipated. Already well used on the Continent, this posture couch (it can be used in the upright position as a chair), is said to have been installed in the welfare departments of several big companies where management has endeavoured to



obtain maximum output from its workers by arranging this kind of relaxation on a rota system.

Enquiry Ref. No. W3/2

NOISE MEASUREMENT

TO fill the demand for a simple, portable, yet accurate sound-level meter, the makers have introduced this *Type 1400E*. It is said to be equally suitable for such tasks as checking the noise level of engines, domestic equipment, fans, office machinery—any mechanical device which is capable of producing a noise that could exceed an

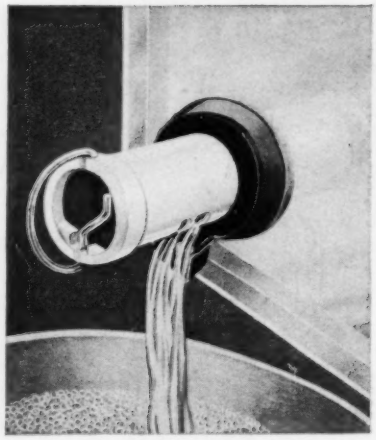
acceptable level. It is claimed that the *1400E* will give an accurate reading of and sound between 24 and 140 decibels. The compact unit (8¼ in. × 5¼ in. ×

(Continued on page 47)

PROGENE* *double-action* cleans everything... everywhere

For real all-round efficiency and economy you need double-action PROGENE. Dishes, cooking utensils and equipment, dining surfaces, walls, paintwork, floors, windows etc., all come hygienically clean with PROGENE and they dry smear-free. Send for a test-sample today.

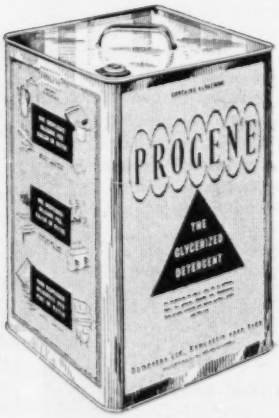
Double-action PROGENE is a synergist blend of two types of detergent, providing excellent all-round cleansing efficiency with good foaming properties. PROGENE removes grease fast and is quick with general surface cleaning too! The self-measuring economy dispenser issues one measure per gallon of water, the standard dilution for dishwashing, kitchen and general cleaning. The dispenser prevents waste, yet ensures maximum cleaning efficiency. Where a bactericidal detergent is required a PROGENE/DOMESTOS mixture is recommended.



It's Commonsense Canteen Cleanliness

Leaflet—Test Sample

Quick, easy to read general information and Chemists' report are contained in our new leaflet. Write for your copy and test sample. Full Technical Advisory Service available on request.



PROGENE

THE *GLYCERIZED* DETERGENT

PrIA659

DOMESTOS LTD. NEWCASTLE UPON TYNE, 6.

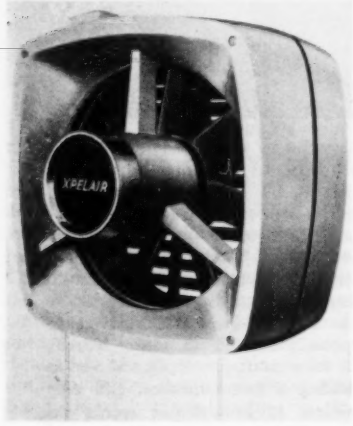
For further details, complete enquiry coupon facing page 52

3¾ in.) weighs only 4 lb including batteries, which are said to operate for 60 hours without replacement. Fully transistorized, the meter can be held in one hand while readings are noted with the other. A leather carrying-case is available, and an external power unit is supplied for mains operation, if required.

Enquiry Ref. No. W3/3

AIR CIRCULATOR

THE new, 12 - in. draughtproof 'Xpelair' has all the features of its predecessor, but with advanced additions. Amongst its qualities, the makers draw attention to the following: it is reversible, it has two-speed



operation, and it moves 60,000 cu. ft. of air per hour. With external grille, the 'Xpelair' is suitable for mounting in window glass or in walls. Within the casing, a built-in, cord-operated iris shutter is linked with an integral fan switch; the fan being switched on and off as the shutter is opened and closed. The unit is moulded in plastic and is available in either ivory-white or black.

Enquiry Ref. No. W3/4

OFFICE HEATING

A PIECE of furniture which performs a host of functions is available in the form of the *Tabulair*. Basically an occasional table, it incorporates a dual-purpose unit which will circulate warm or cool air. Working from a convenient power point, the unit provides a choice of two heats: 1 kW or 2 kW. At the turn of a knob, it immediately

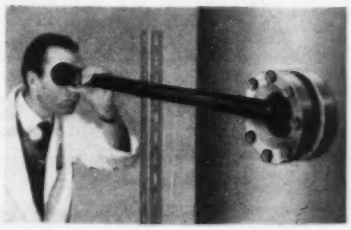
switches to a cool breeze. A built-in thermostat ensures that the room temperature is maintained at the chosen level; it also saves the wastage of current when the temperature has reached the required level. The makers have given consideration to the safety factor by providing low-temperature heating elements. To prevent physical contact, the front of the unit is guarded by a close mesh: the table is also reported to possess a high degree of stability. To enhance the unit's appearance, and to make for additional safety, concealed lighting is installed to indicate that the heater is switched on. Complete with flex and lamp, the *Tabulair* costs 19 guineas.

Enquiry Ref. No. W3/5

Safety

EYE PROTECTION

USING the A.201 periscope, an observer can stand well clear of an inspection window and yet still have his eye right up to the sight of the



glass. This safety instrument consists of a periscopic optical system of unit power with a field of view of 35 degrees, fully corrected and free from distortion. The optics are contained in a metal tube 30-in. long and of 1½-in. dia. The tube is fitted with a rubber eye-shield and focusing sleeve at one end and, at the other end, a 90-degree prism.

If the periscope has to be held lower than normal eye level, another 90-degree prism can be fitted into the eyepiece. Also available are low-voltage, high-intensity spotlights for inspecting equipment inside pressure vessels which are themselves unlit. Complete with fitted wood carrying-case, the basic unit costs £40. An extra 90-degree eyepiece costs £6.

Enquiry Ref. No. S3/1

It is hoped that firms with new products for better and safer working in industry will continue to send details to the Editor. In this way we can maintain the news value of our comprehensive Equipment Market—and continue to assist the great number of our readers who are using this free Enquiry Service.

EASES MAINTENANCE

A QUICKER, safer and a more manœuvrable way of working at heights is provided by the unique *Move-On* self-propelled staging. From his perfectly stable platform, the painter, cleaner or maintenance engineer is able to work his way along a complete length without having to leave the top of the 'ladder.' The staging will move forwards, backwards and round corners. It is controlled by two handles at the top of the fence-guard: one handle is wound clockwise or anti-clockwise to give forward or reverse motion; and the other is operated from side to side, to angle the leading wheels which allow steering in a lateral direction. When the workman has reached a permanent position from which he wishes to work, he can easily lock the driving handle to prevent unnecessary and dangerous movement of the staging.

Access to the platform is by means of a sprung bottom step (this remains off the ground when no weight is

(Continued on page 49)

The Mark IV Compressed Air Apparatus

Safety in Comfort

Comfort, like efficiency, plays a particularly important part in the best safety equipment.

Siebe, Gorman's new Mark IV Compressed Air Apparatus has many improvements in its design which make it more comfortable and more efficient.

It has been supplied to the London, Hampshire and other Fire Brigades, also to the Atomic Energy Authority. The 'Vista' Mask is a standard fitting which gives a full, clear view; the low-pressure air tube allows completely free head movement. A warning whistle and a light-weight telephone can be incorporated if required. The simple terylene harness can be adjusted quickly, and the gauge attached to the left shoulder strap is easy to read. Because the air-tube attachments between cylinder and reducer are hand-tightened, the cylinder can be changed in a few seconds. Siebe, Gorman & Co. are constantly looking for improvements like these to make their equipment better and safer. *Write to us for full details.*

Everything for Safety Everywhere

Air Compressors
Breathing Apparatus
Decompression Chambers
Diving Equipment
Dust Respirators
Gas & Fume Respirators
Protective Clothing
Resuscitation Equipment
Smoke Masks

SIEBE GORMAN

SIEBE, GORMAN & CO. LTD.

Neptune Works, Davis Road, Chessington, Surrey. Telephone: Elmbridge 5900. Manchester Office: 274 Deansgate. Telephone: Deansgate 6000.

All hands 'on deck!'

Beware of cuts and grazes! Neglect can easily turn them into 'lost time' accidents. Protect them with PRESTOBAND—and keep your hands at work.

PRESTOBAND is a pure surgical cotton gauze bandage, specially treated to make it self-adhesive. It takes no time to apply, and speeds up the healing of minor injuries. It is easy and painless to remove—it comes off cleanly and leaves no mark. No first aid box is complete without PRESTOBAND. For bulk users, PRESTOBAND is supplied in a special 'Hospital Pack', saving about 40% on costs: 12-yard rolls, in three widths—⅝", 1" and 2". Samples on request. *From your usual supplier, or from the manufacturers, Vernon & Co. Ltd., Preston, Lancs. Tel: Preston Priory 83293*

thanks to **PRESTOBAND**

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

Sticks to itself, but NOT to the skin!

For further details, complete enquiry coupon facing page 52

applied), and a fixed rung—thence on to the platform which can be adjusted to a variety of heights to suit the individual requirements of the worker and the job he has to perform. The *Model A* staging will allow a working height of some 11 feet, and costs £29 10s. ex works. For greater height, the *Model B* (£52 10s.) will reach between 15 and 16 feet. All materials needed for work are carried in a detachable trough which hinges on to the front rail at the top of the staging. An additional safety feature is the hinged rail which is placed in position as soon as the workman is on the platform: this rail is placed across the entrance, thus providing four-sided protection against falls.

Enquiry Ref. No. S3/2

DUST FILTER

ALL the qualities required to ensure that employees working in a dust-laden atmosphere are equipped with reasonable and comprehensive protection are claimed for the new *Itex* dust filter. Made in one-piece sponge material, it is easily washed and sterilized: stocking of replacements is eliminated. The *Itex* porous action absorbs and exhales body-heat, which should make it most suitable for use all the year round. Perfect fit for any wearer is permitted by the adjustable headband which requires no loosening before the operator can speak audibly. It is important to note that the wearer can speak normally through the filter without any risk of inhaling dust.

Enquiry Ref. No. S3/3

LADDER STABILIZER

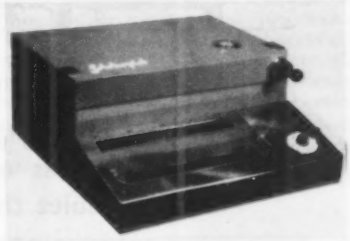
VITAL time and limbs can be saved during ladder-work by the use of *Augur* safety ladder-feet, say the makers. The attachment, which can be fitted to any ladder, needs no adjustment for it to be resistant to slipping. The self-aligning universal is made up of three components: steel brackets which are bolted to the feet of the ladder; intermediate links which allow movement to suit all angles at which the ladder is placed; and the roots of the feet which consist of square castings with bonded, non-slip pads made from oil-resistant, ribbed rubber. The steel brackets are suitable for uprights of 1-in., 1¼-in., or 1½-in. thickness. The correct gauge is obtained by reversing the position of one or both brackets.

Enquiry Ref. No. S3/4

Office Aids

ALL-IN-ONE COPIER

AN entirely new range of photo-copying machines is now available under the trade name of *Copysol*. In



these models, the developer and the exposure box are combined in one compact unit. They will reproduce copies of letters, orders, invoices,

(Continued on page 51)

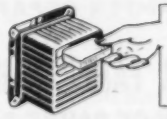
"G" BLOCKS FOR GENTS' CHANNELS

IMPART FRESHNESS TO URINALS
INSOLUBLE IN WATER
ABSORB OBNOXIOUS ODOURS

12 doz. 11/- 6 doz. 6/- 3 doz. 3/-

AIR PURIFIER TABLETS and PATENT PLASTIC HOLDERS FOR ALL TOILETS

Perfect deodorizers
Purify atmosphere
12 doz. 11/-
6 doz. 6/- 3 doz. 3/-



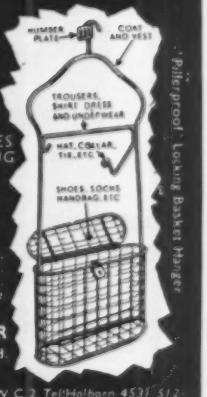
PATENT PLASTIC HOLDER. A permanent fixture to the door or wall. Tablet cannot be removed. Price - 4/6 - each Pat. 683238. Reg. 863887

AROMATIC DISINFECTANT BLOCK CO., LTD.
9 AUGUSTUS ROAD, LONDON, S.W.19.

Carriage paid on all orders over £5

SIEBER FOR...
A '7 STAR' LOGICAL CLOAKROOM

- SAVES SPACE
- SAVES COST
- PRESERVES GARMENTS
- ENSURES HYGIENE
- AIRS AND DRIES WET CLOTHING
- REDUCES ABSENTEEISM
- MEETS NEW FACTORY ACT



Installed in Factories, Stores, Offices, Swimming Baths, etc., throughout the country.

JAMES SIEBER
Equipment Co. Ltd.
Africa House,
Kingsway, London, W.C.2. Tel: Holborn 4531/2

WE'RE GETTING TWO NEW BILLIARDS TABLES

...thanks to Farepak Hampers

Everyone in the Works was absolutely delighted with Payne's Farepak Hampers. And when I got the cheque for the commission, I was even more delighted. It'll pay for two new billiards tables the Sports Club's been wanting for years.

Several people have recommended this Farepak scheme to me. It sounds good.

It is good. And it's so simple to operate. Every subscriber pays a few shillings a week and, at Christmas, gets the Hamper of his choice — finest English poultry, really prime pork, top quality provisions — delivered on a pre-arranged date by Payne's own transport. And I get a generous commission for the Welfare Funds.

I must start a Farepak scheme at our place. How do I go about it?

JUST DROP A LINE TO PAYNE & SON (BUTCHERS) LTD., 58 WEST SMITHFIELD, LONDON, E.C.1. OR TELEPHONE HAMPER DEPARTMENT, MONARCH 0365.

START AN AGENCY *NOW* FOR FAREPAK HAMPERS — FROM THE CHRISTMAS HAMPER DIVISION OF PAYNE & SON (BUTCHERS) LTD.

For further details, complete enquiry coupon facing page 52

statements, plans, etc., and pages direct from books. The original document presents no restricting factor, since these machines will copy from opaque, translucent, transparent and double-sided materials. Any content may be reproduced: handwriting, typed matter, drawings in one or more colours. Copies are available in less than a minute.

Enquiry Ref. No. O3/1

Cleaning

SEMI-AUTOMATIC UNIT

WHERE extensive areas have to be cleaned without the use of mechanical aids, this new *Mopping Tank Trolley* should be eminently suitable. It comprises two separate tanks, with an adjustable wringer over one of them. Each tank has a capacity of between 15 and 16 gallons, and is easily detachable from the frame (welded tubular steel), if necessary.

For emptying, there is a gunmetal tap under each container, with sufficient clearance under the trolley to accommodate buckets or other containers. In case a union and hose are required for emptying purposes, the end of both taps is threaded.

The wringer is made up of two rollers which are separated or brought together by means of a toggle-action lever. They are of white rubber (2-in. dia., 14-in. length), one of them being fitted with the handle for squeezing. Over-all, the unit measures 42-in. long, 21-in. wide, and 39-in. high. The undercarriage comprises two 6-in. dia. rubber-cushion tyred wheels, and two swivel, 4-in. dia. rubber-tyred castors.

Enquiry Ref. No. C3/1

TO CUT COSTS

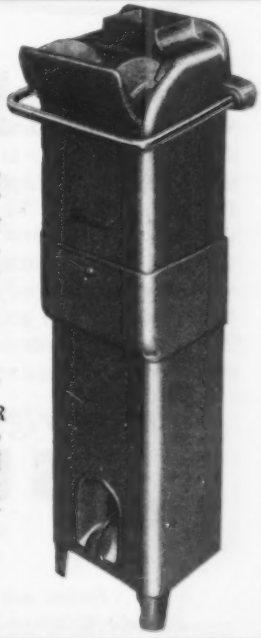
BLOCKED pipes in the factory are capable of creating problems which can be overcome only at great expense—a figure of over £100 is often quoted for dismantling and excavation to reach a stoppage. However, the makers of the *Sani-Snake* feel that this apparatus can save a large proportion of such expenditure. It is simply a length of solid, but flexible steel shaft that is fed in to a blocked pipe through its own feeding block. The *Sani-Snake* is then driven, by a hand-operated mechanism, along the pipe, through traps, around bends until it ultimately reaches the obstruction. Its reach extends to 50 feet, although, by using a Rotator, pipes can be cleared of stoppages from as far away as 100 feet.

Enquiry Ref. No. C3/2

G.E.C. SANFIRE

BRINGS YOUR TOILETS UP TO DATE

This G.E.C. incinerator offers the best possible means of sanitary disposal, for with it toilets acquire a high standard of hygiene and are always pleasant to use. Every woman will appreciate this very necessary extra service.



● *Very simple to use* ● *Absolutely safe*
● *Long reliable life* ● *Guaranteed twelve months*

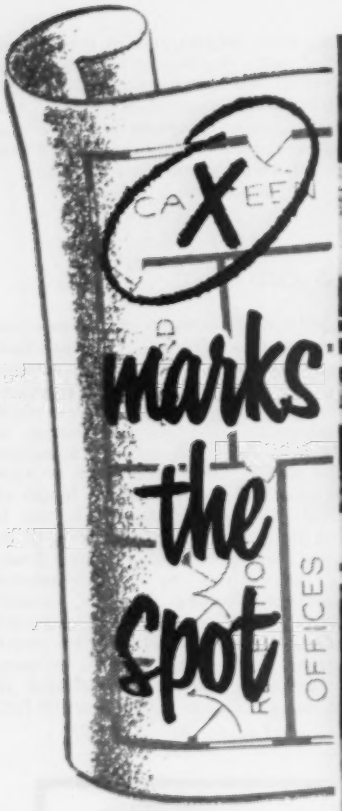
SANFIRE MINOR

Wall mounting unit distinctively finished in gleaming white with black fittings. For premises used by up to 50 women. Cat. No. HO 6740. £25. Send for informative publication HO 4283.

SANFIRE MAJOR

Neat and durable pedestal version with foot control for larger premises. Cat. No. HO 6681. £49.10. Write for publication HO 1952.

The General Electric Co. Ltd.
Magnet House, Kingsway, London, W.C.2



Ferguson Pailin Ltd., Manchester (an A.E.I. Company) works canteen.

. . . that keeps people happy

Works canteens—hundreds of them up and down the country—are planned, equipped and furnished by Shepherd's. They're colourful and cheerful. They have comfortable chairs, and tables firm as a rock. They are time-and-motion planned to make things run smoothly for everybody. Few amenities pull their weight like a good canteen.

To layout or modernise a canteen so that everybody in the business will be proud of it, call in the experts . . . Shepherd's. Let us carry the load for you, plan your canteen free of charge, equip and furnish it. We manufacture a range of tables and chairs that takes care of every firm's needs, and we build them to stand up to years of the hardest wear.

Our technical representative will be pleased to call for a discussion at any time—no obligation, of course.

For brighter canteens see . . .

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H. C. SHEPHERD & COMPANY LTD.

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Factory and Southern Sales Division
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Northern Sales Division, Dept. P.M.1,
274 Deansgate, Manchester 3. Tel.: Deansgate 7545

FURTHER ENQUIRIES. If a colleague has already used the reader service form, write to the Reader Service Department, **Personnel Management and Methods,** Mercury House, 109-119 Waterloo Road, London, S.E.1, (or phone Waterloo 3388, ext. 216), quoting the reference number of the product enquired for.

TEAR OFF HERE

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Use this reply-paid form to obtain more details on any product or service described in the editorial pages of PERSONNEL MANAGEMENT AND METHODS.

Insert the reference numbers

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Ref.....	**Ref**.....	**Ref**.....
Ref.....	**Ref**.....	**Ref**.....
Ref.....	**Ref**.....	**Ref**.....

Any other enquiries or remarks re P.M.&M.....

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Your Name.....
FLEASE USE BLOCK LETTERS

Position.....

Company Name .....

Address.....

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Industry or Product.....

Approx. Total of Employees

Less than 100 · ☐ tick
100 to 500 ☐ appropriate
More than 500 ☐ square

3-60

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Putting

fashion

to work

DRILL OVERALL

STYLE No. 410
Long Sleeves

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Short Sleeves

Two-way wrapover, revet collar, three pockets, tie-back belt. Available in FLORENTINE DRILL.

Colours: Reseda, Saxe, Beige, Turquoise, Emerald, Royal, Pink, Chestnut, Maroon, Bottle Green, Navy, White. Also in SATIN DRILL, White only.

Sizes:—
SW, W, WX, OS, XOS.

Dinkum EFFICIENT OVERALLS

ANGUS JOWETT & CO. LTD.
SKELTON INDUSTRIAL ESTATE
SALTBURN-BY-THE-SEA, YORKS

Telephone: Skelton 451/2 Established 1911

tea breaks without breakages

Try Mono disposable cups in the new plastic material for your works canteen and tea trolley rounds. You'll find they save production time and speed service. Always hygienic, completely odourless, no cracks to harbour germs, they please staff and management alike. Mono cups are made in a variety of sizes, printed or plain. Write for samples and prices.

for hot or cold drinks

MONO PLASTIC CUPS

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SAFETY FIRST

BARRYWALD REGD. ELECTRICAL AUTOMATIC INCINERATOR

THE ONLY INCINERATOR INCORPORATING OUR PATENTED SAFETY DEVICES

★ Manufactured by the first and leading Sanitary Incinerator Specialists in the world.
★ Guaranteed for one year and backed by a full service organisation.
★ Simple and cheap to install.
★ Approved by the Royal Institute of Public Health and Hygiene.
★ Regularly supplied to and approved by all H.M. Government Departments, Local Administrations and Educational Authorities, Hospital Management Committees, General Industry.

Patents 555062-621085 and Foreign Patents.

ECONOMICAL
EFFICIENT
FOOLPROOF
INDISPENSABLE

By the simple depression of a lever the **Barrywald Sanitary Incinerator** automatically destroys sanitary towels, surgical dressings, documents, etc. It solves major and vital hygiene and security problems in factories, offices, institutions, blocks of flats, etc.

Write or phone today for illustrated leaflet or demonstration.

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DIVISION OF ALLIED METALS LTD.

PETER'S

SANITARY TOWEL VENDING MACHINES

provide these advantages

- A mechanism that can be adjusted to operate on any number of coins.
- A choice of brands — soluble and non-soluble.
- An assurance of unlimited supplies.

Particulars from:

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PARK YOUR CYCLES THE ODONI WAY

(REGD. TRADE MARK)

With Odoni Patent "All-Steel"

BICYCLE STANDS

Types to suit all possible requirements
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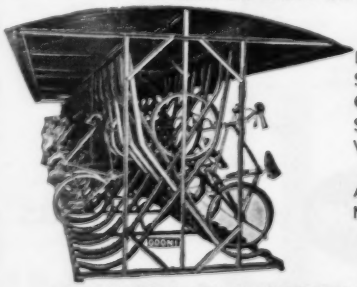

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DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

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Ultraderm can be used for any type of wound or injury. The active antiseptics, in addition to their power to destroy bacteria, have the ability to aid in the removal of grease or dirt from the skin. The cream is active against bacteria even when diluted with tissue fluids and at the same time is miscible with water which makes its removal easy when a fresh dressing has to be applied. The combination of antiseptics has been chosen to cover the whole range of gram positive and gram negative bacteria. Ultraderm does not stain clothing and is stable over long periods of storage.

Ultraderm contains a mixture of Centrimide and Domiphen Bromide plus a skin regenerating hormone. Use on cuts, grazes, burns, rashes, skin conditions, etc.

Orders may be forwarded direct to the manufacturers :

WALLACE, CAMERON & CO LTD 83 West Regent Street Glasgow C2

Patent No. 479,807
Registered Design No. 819,509

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Send 3/3 for mask and 6 refills (trial sample)

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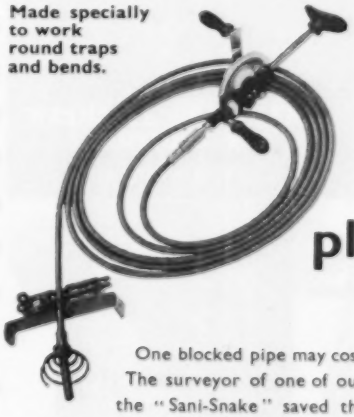

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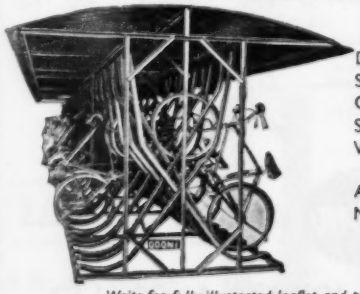

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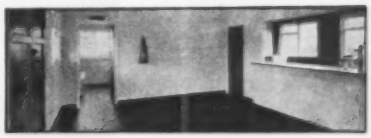

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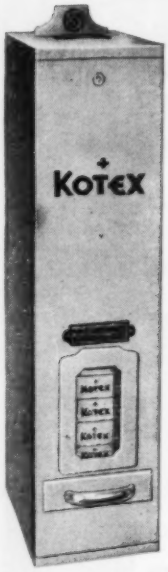

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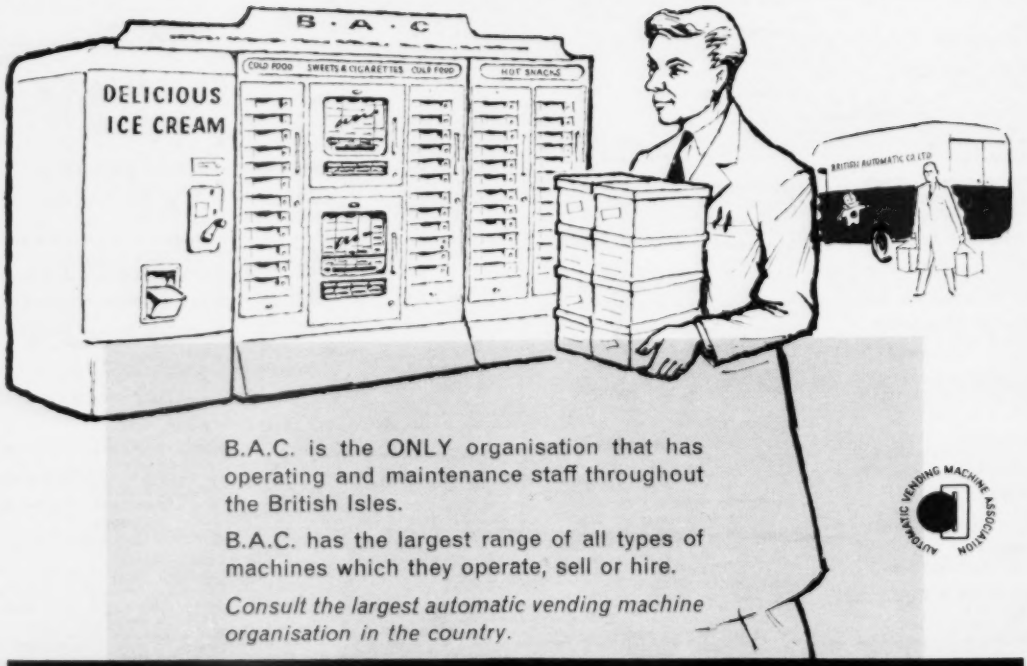

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